, 1958



CLOCKING THE SUPERVISOR'S DAY AN ENGLISH VIEW OF AMERICANS THE CAR ON THE ROAD AHEAD 30 WAYS TO KILL AN ORGANIZATION



... from the executive vice-president

Report

MARION N. KERSHNER

As a method organization dedicated to management development and unity, we are intensely interested in helping the foreman and other managers gain prestige for themselves and their profession. It goes without saying that a man makes a better manager when he feels that he is a manager and a part of the company management team.

Just recently, NMA Research Director, Norman George, published a report on the NMA study, "Supervisory Thinking on Current Issues." This was a survey of 394 members who compose an accurate cross-section of the membership as far as occupation is concerned.

One of the issues studied was that of foreman status. Supervisors were asked what they thought had happened to the management status and pretige of the foreman's job over the past 10 years.

It is significant that 72 per cent of those queried replied that the foreman's status has improved. Some 33 per cent of these stated it was greatly improved. This lends credence to the long-standing opinion that foremen are managers and that this fact is being recognized even more broadly today than ever before. Although this indicates a marked improvement among our members, there apparently are others who do not feel the same way.

Not long ago, a new group, the International Federation of Foremen, was chartered by the International Brotherhood of Longshoremen. The men who make up this membership are from a few chapters of the old Foremen's Association of America, an independent union. These men are foremen—but apparently they do not feel that they are a part of the management team

(Continued on page 66)

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MANAGING EDITOR: $W.\ W.\ Keifer$ CONTRIBUTING EDITOR:

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IN THIS ISSUE

May, 1958

Vol. 10, No. 8

Increased work for the supervisor can result from the pyramiding of a large number of "necessary" chores not listed

in the supervisor's job description. These extra items—meetings, reports, phone calls, paper work, etc.—sometimes increase to the point where an analysis of the supervisor's time is warranted. See "Clocking the Supervisor's Day" on page 9... Some negative advice on how to have a better club is presented in "30 Ways to Kill an Organization," reprinted from the Bombay, India management magazine, MANAGEMENT TOPICS... Management has taken a new look at its ideals in recent years, and "social responsibility" is an item on the agenda; for a discussion of basic social values see page 38... When the work force is shrinking—as it is during this recession—an age-old problem faces management: what about the foreman who is downgraded and returned to the bargaining unit? Act on Fact, a regular MANAGE feature, deals with this problem.

ON THE COVER: Offshore drilling platform en route to drilling site: manufactured by R. G. LeTourneau, Inc. of Longview, Texas.

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CIRCULATION THIS ISSUE: OVER 75,000, DOMESTIC AND FOREIGN.

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Washington Report . . .

... for supervisors

by Stewart French

The "Merrie Month of May" isn't likely to be so merry in the Nation's capital --- except possibly for the two and one-half million federal workers. For them, as of this writing, a pay rise appears probable, since legislation for that purpose has passed the Senate and there remains only unsnarling the difference over the postal-rate increase, with which the pay rise is tied.

In addition to agreement between the two houses over the price of stamps and the amount of the pay rise, however, the approval of President Eisenhower is necessary. The President has vetoed a couple of pay bills in the past which would have cost less than the Senate would give now. As supervisors know, only about a fifth of the federal workers are in Washington, but here's where the pay of all is decided.

However, the big issues will still be with Washington in May as they were in December: The battle to hold the line against both recession and inflation at the same time; what to do about the Russians; what to do about our national defenses, including the reorganization of the Department of Defense; what to do to insure an even shake for us in space, outer and inner; what to do about labor-management practices as brought to light by the McClellan Committee.

As a seasonal note, there's even the problem of what to do about baseball and other professional sports ---whether they should be subject to the anti-monopoly

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and restraint-of-trade laws, as the Chairman of the House Judiciary proposes in a bill favorably reported by subcommittee.

And, for each of the 435 members of the House and 1/3 of the 96 members of the Senate, there's the preoccupying matter of what to do about getting re-elected next fall.

REPORT ON THE FUTURE

With major airlines preparing to fly, late this year, the first of a civilian jet airliner fleet of 300 or more jets costing some \$2 billions, the Civil Aeronautics Administration, executive arm of the federal government in controlling the nation's airways, has issued a "report on the future" of sorts. Out of the jet planning group's crystal ball comes the picture:

"The jetliners will provide a level of comfort, speed and aesthetic surroundings which should be a boon to air travel. The newly-designed terminal buildings will capture the ultra-modern theme of jet travel in terms of architectural beauty, efficient handling of ticketing and baggage and attention to the passenger's comfort.

"However, with the jump in speed and comfort that the jetliner will bring, long and tedious trips from airport to city will increasingly appear unreasonable to the jet passenger."

The report calls for more municipal planning to make ground travel proportionate to decreasing air time. While not specified, more super highways and downtown heliports are envisioned.

The problem of jet noise receives major attention. The new jets will be delivered with noise suppressors but further quieting is predicted.

On the ground, fully 100 feet from a jet, the turbine whine may reach 140 decibels, a painful noise level. Acoustical engineers should be consulted in planning new terminal facilities, the report suggests, so that wall construction cuts the sound adequately. This presents no difficult problems for new buildings

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but may well be a costly undertaking in existing buildings." according to the report.

Noxious jet fumes and powerful engine blasts are problems, too, but the planners avoided arbitrary recommendations. Privately they concede that many facets of the jet age will not be clear until the jets have been in use for some time.

The jet has a tendency to suck foreign objects from runways, such as stones, and airports will have to be tidier. More mobile sweepers capable of cleaning 1,000,000 square feet of pavement an hour are foreseen.

The speed of jet transports, ranging around 600 miles an hour, is bringing an end to the "see and be seen" concept of piloting a plane, even in clear weather. Two jets on a head-on course would be drawing together at a rate of 1,200 miles an hour, permitting scant time for evasive maneuvers.

A JOB FOR A SUPERVISOR

A problem that supervisors might be better able to solve than politicians is the essential reorganization of the United States Department of Defense. The Department is one of the world's most colossal undertakings. On its payroll are 1,000,000 civilians and 2,800,000 men in uniform. Its holdings in equipment and property are valued at \$146 billion. Each of its three departments --- Army, Navy, and Air Force --- is bigger than any other federal agency.

It is spending \$40 billion, plus, annually of your and this reporter's money.

No one in the national capital questions the need for reorganization for efficiency and economy. In his State-of-the-Union message last January 9, President Eisenhower recognized this need, promising that he "soon" would reach conclusions and then would "promptly take such executive action as is necessary." The Gaither and Rockefeller reports, both written by groups of prominent citizens, criticized inter-service rivalry and called for clearer lines of decision.

Since then a procession of hard-headed businessmen who supply the military establishment have appeared before Sen. Lyndon Johnson's Preparedness Subcom-

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for war aut mittee to complain about the virtual impossibility of getting anything like quick, clear decisions out of the Pentagon.

The present set-up in the Defense Department was described by the Hoover Commission as a "federation" with each of the three Secretaries --- Army, Navy, Air --- having autonomous powers and the Secretary of Defense acting often merely as a coordinator. The Chairman of the Joint Chiefs of Staff, the nation's top military advisory group, doesn't even have a vote. He merely presides.

Sen. John Sherman Cooper of Kentucky, a Southerner who is a Republican and close to the White House, introduced a bill in advance of the President's report and recommendations to Congress which would have centralized in the Secretary of Defense the powers and functions, and, most important, authority over appropriations, now exercised interpretations, and often competitively, by the three Secretaries. It would have streamlined the chain of the and by setting up undersecretaries of defense the presentation. Navy, and Air Force in place of the presentations.

Immediately, how plan ran into opposition--bipartisan opposition--bipartisan opposition--bipartisan opposition--bipartisan opposition of the Hill, with Democratic Rep. Vins and Republican Sen. Styles Bridges of New Hampshire both introducing bills which they said would prevent the imposition of a "Prussian military system on the United States." In practice, the Vinson-Bridges bills would curtail the Defense Secretary's power over the three services even more restrictively than at present.

Partly because real unity might reduce some of the powers of individual committees and members of Congress over the Pentagon, and its \$40 billion a year expenditures, the bills have plenty of bi-partisan support in both Houses. If President Eisenhower really wants real organization, he's going to have to break out his old fighting gear and do battle.

Happily, the issue makes an ideal battleground for the President since it is one on which the former wartime field commander can speak with unquestioned authority.

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MANAGEMENT MUST MANAGE, NLRB SAYS

The National Labor Relations Board has ruled that management must accept responsibility for hiring of workers, and not permit unions to take over that managerial function through union hiring halls. However, the board is careful to negate the charge, made by a retiring member, that it is making union hiring hall contracts illegal on their face.

The ruling arose over an action brought by a construction worker who had been dropped from the union, and was refused reinstatement. The contractors had entered into an agreement with the union under which they would hire whomever was sent from the union hiring hall.

In declaring this particular type of contract illegal and holding that management must be free to accept or reject men sent to it, the board pointed out under the agreement:

".... the union is free to pick and choose on any basis it sees fit. Not only do the employers have no voice in the selection of applicants, but, for all employers know or care, the union's purpose in selecting some or rejecting others may be ... adherence to union (leadership) policies ...

"Faced with a hiring hall contract, applicants for employment may not ask themselves what skills, experiences or virtues are likely to win them jobs . . . Instead, their concern is, and must be: What, about themselves, will probably please the unions or their agents; how to ingratiate themselves with the union, regardless of what the employer's desires or needs might be."

It wouldn't be any way supervisors would want to get ahead.









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CLOCKING the Supervisor's Day

by R. D. Gilbert

Hanford Atomic Products Operation, General Electric Co., Richland, Wash.



A RE YOUR SUPERVISORS complaining about increased work loads? Many do . . . and if yours are, then maybe you'd better find out how much time they're spending on only activities called for in their job descriptions.

Increased work loads can result from the pyramiding of a variety of "necessary" chores. Meetings, extra reports, customer engineering studies, phone calls, and paperwork can rob supervisors of precious time. True, participating in these "extra-curricular" activities often is an important aspect of the job. But when the productivity of a supervisor's department suffers, then changes surely are in order.

Sometimes management expects substantial improvement in worker productivity. When this is so, then an analysis of the supervisor's time for work planning is warranted. True, the approximate activities required by all of the supervisors are known,

but the time actually spent in each activity is often clouded.

Four maintenance supervisors who participated in a work simplification program in General Electric's Hanford Atomic Products Operation, Richland, Wash., have developed a measurement for supervision in their maintenance sub-section. Called the Graphic Work Record Study, it is the statistical technique of work sampling combined with the scheduling technique of a Gantt Chart to provide a new measurement tool.

Actually, the Graphic Work Record Study is a means of collecting and interpreting use of the supervisor's time. It does this by featuring a representative picture of supervision performance in terms of time use. Cost of developing this picture is negligible due to the technique used in obtaining and analyzing the data.

Developing the Graphic Work Record is done in much the same manner as work sampling. It obtains and uses data in the following steps:

ONE—Principal elements of the position are described, defined, and organized into a list of up to 10 major captions, with up to 40 total captions.

TWO—A daily work sheet is prepared in which ten-minute intervals are marked off for each caption.

THREE—All participants meet for an explanation and discussion of NINE—Use patterns for each individual are drawn on top of the general patterns for the information of each participant and his supervisor.

TEN—After the data gathering and data processing are completed, interpretation of results rests with the participant and his supervisor.

The data gathering form, the Work Record Sheet, includes a listing of the kinds of work that fall within a supervisor's responsibility.

Some supervisors are staggering under increased work loads due to meetings, phone calls, reports, etc. Here's a short-cut method to help root out the causes involved

this time-use report. The benefits and possible results are discussed.

FOUR—All participants take data for a three-day period. Data are carefully checked to make sure that mechanisms and forms are adequate.

FIVE—The study is continued until a representative pattern of data is accumulated. (10 days were used for the studies at G.E.)

SIX—All data sheets are tabulated, converting the summation on 10-minute intervals into per cent of the day.

SEVEN—A frequency distribution is prepared showing the pattern of time-use in the entire organization.

EIGHT—A second frequency distribution for the particular unit may be superimposed upon the general pattern for comparison. For example, one of the categories under Employee Contacts would be "job assignment," which is the time required to assign a job and method to a craftsman. Under Paperwork would be the time to fill out forms for "timekeeping," "work orders," "purchase orders," etc. Naturally, work categories for maintenance supervision would differ somewhat from those for operations supervision.

Specific activities are recorded by the supervisor on the Work Record Sheet at convenient periods during the day. A short line is drawn inside the appropriate 10-minute interval along the horizontal line described by the appropriate work category. This gives an accurate work record of what happened during the entire reporting period and cirdom prob O prep mary

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work curate during id circumvents the requirement for randomness and the mathematics of probability.

Once the daily reports have been prepared by each participant, a summary of the actual pattern of work may be reduced to a graphic picture (frequency distribution). Work simplification may start when the data are completed and understood.

Actual time distribution can be calculated in per cent by counting the number of 10-minute intervals in each category. There are 48 such marked intervals during the day. Multiplying by a factor of 2.08 (use 2.1) will yield a direct percentage for each category in your daily survey. These daily percentage figures are combined in a frequency distribution to show the work pattern.

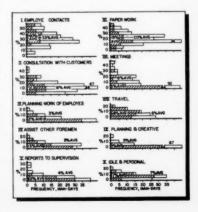
In the example of the Graphic Work Record summary illustrated, 170 man-days of supervisory action on the part of 18 maintenance supervisors are charted. The pattern outline by the single line represents 1360 manhours, or approximately 3/8 a man-year of supervisory activity. The ordinate of each graph shows per cent of a day spent in that activity; the abscissa, how many times each per cent of the day was recorded for that activity. For example, from Chart I, on Employe Contacts, of the total 170 man-days 34 required 25 per cent of the supervisor's time for employe contacts. Time use for a unit is shown in shadow patterns, and its position within the single line

chart permits comparison on the unit within the sub-section.

Approximately 18 manhours of clerical work were used in calculating and graphically presenting the data. The interpretation of an individual supervisor's results was left to his supervisor and himself. Another Graphic Work Record Study is scheduled to measure a six-month improvement.

Continuous data of this sort can provide work load information such as peaks of telephone activity, the periods most normal for employee contacts, and the typical "open" periods suitable for meetings, customer relations, or creative work. A

Graphic Work Record Summary: Work pattern of maintenance supervision shown in outline. Work pattern, group No. 3 (mechanical maintenance) in shadow.



few days of the Graphic Work Record will furnish an analyst with complete data for a picture of the work situation.

Some of the important benefits of the study are as follows:

ONE-Each participant studies himself.

TWO-The cost of data-taking and data-interpretation is low.

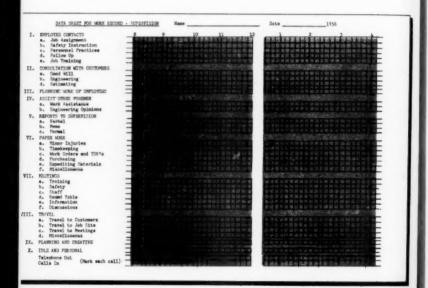
THREE—Results are presented in a frequency distribution. All the elements in the study are shown in one picture.

FOUR-Each participant becomes aware of the importance of time use during his data-gathering period.

FIVE-The supervision of the studied section is provided with facts to reappraise the requirements and expectations of each job. These facts may be used to evaluate the division of labor within the department.

SIX-Data are collected in terms of the position description and the salary evaluation employed by the company.

Reprinted from MILL & FACTORY



DOPE SHEET: Specific activities are recorded by the supervisor on his Work Record Sheet at convenient periods during the day. Each day is divided into 10-minute intervals.

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AUTOMATION:

. key to small business survival?

A UTOMATION CAN BE the key to "economic survival" for thousands of small businessmen who have to co-exist with larger companies in an automatic world, a leading industrialist told a meeting of business executives recently.

According to Henry F. Dever, president of the Brown Instruments Division of Minneapolis-Honeywell, it is the nation's small and medium-size businesses—those with 1000 employes or less—who can best profit from automation.

"It's a plain fact of business life," Dever said, "that the small business has only two alternatives as regards automation. It can ignore it and then be forced on the defensive to meet competition, or it can look at it realistically and plan a sensible course of adoption—thereby gaining the advantage of action and minimizing the inroads of competition."

Dever debunked the notion that it takes "two or three million dollars for plant and equipment to get your feet wet in automation." For example, he said, there are a host of mechanical, electrical and electronic instruments that sense, control and report on physical and chemical conditions vital to production that can be purchased at conventional equipment costs, ranging from \$50 up.

Intelligently and appropriately applied, these instruments can result in a better quality product, with fewer rejects and less waste of men and machinery, he said.

Not only will the automation equipment maker tailor his products to the needs of the small businessman, Dever said, but he will also furnish technical aid in its adaptation to the specific requirements of each plant. This will ease the load of the small company which wants to benefit from a certain amount of automation but cannot stand the cost of designing all of the necessary equipment.

He also pointed out that the small business often has decided advantages over the large company in lowvolume and short production runs, in lower overhead, in greater operating flexibility and in more direct supervision.

"There are few competitive businesses that can calmly say automation will never bother me," Dever commented. He urged the assembled executives to "face the facts" and go through the "hard mental labor" of solving how they will apply the potentialities of automation in terms of their own firm's strengths, weaknesses, ambitions and bankroll.

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An English View of Americans

An outspoken commentary
on Americans by a
well-known English writer,
Geoffrey Gorer.
Reprinted from the
Daily Telegraph of London
and Manchester.

THE ONLY POSITION in which most Americans feel at ease is that of basic equality. Certainly, politically and, to a great extent, socially, Americans have a passionate devotion to equality which is not paralleled in any other country.

This prized equality is not by any means equivalent to egalitarianism, which most Americans consider distasteful; it is more nearly a legal or a sporting concept in which everybody is equal before the law—or, at the starting line of a race.

Any move from this position of complete equality arouses the deeprooted American fear of exploitation. If they see their position as superior to others, they have to fight off the temptation to commit what is probably the most heinous sin in most decent Americans' decalogue, the temptation to "throw one's weight around," to counterbalance the fear of "being made a sucker."

For these reasons many Americans probably somewhat regret the historical developments which have brought their country to such a peak of pre-eminence in the Western world; they find few rewards and many drawbacks in such a position.

Undoubtedly, one of the mainsprings of their policy of unparalleled generosity over the past decade has been to end, at least on a symbolic level, this uncomfortable solitude, to establish again a group of equal nations with whom, as a nation, they can feel at ease, can compete with according to the rules, without having to feel like bullies if they use the strength they have—or softies if they temper the wind to the very shorn lambs among their allies.

As a generalization, one can say that the past has much less importance and the near future much greater importance for Americans than for Europeans. An exception must, of course, be made for the white Americans born in the Southern States. Many of them are still reliving the tragic events of just under a century ago.

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The making of an American depends on the jettisoning of the individual's personal past. This probably makes for the easy acceptance of the very abrupt changes in American foreign policy by which the enemies of yesterday become the allies of today, or vice versa. Yesterday isn't important, let's forget about all that; it is today and, even more, tomorrow, which really counts.

But they are not, like Utopian Socialists or Communists, committing the present to some indefinite future a hundred or a thousand years hence; their eyes are fixed on the next few years. To a great extent their actions will be governed by the hopes and fears concerning this short span of future time rather than by memories of old enmities and friendships, past wrongs and obligations. In many ways old Henry Ford was speaking for his whole country when he proclaimed that "history is bunk."

Americans' loyalty and allegiance to their country is certainly no less intense than that of Europeans, but it tends to be of a different nature. Many of them will have known at least one parent or grandparent who made the choice with his head and his heart to become American. So American allegiance is far more articulate and conscious, also perhaps more brittle, than European allegiance.

For the majority of us, nationality is no more a matter of choice than height or skin color. In the face of a world-wide conspiracy of subversion most of us find it very difficult to believe (even in face of the evidence) that any of us wil. turn traitor and work against his own country, and so we resent even routine attempts to guard against this eventuality. For many Americans the more brittle allegiance is more easily undermined, the danger is real and urgent.

If anybody can be made into an American—and this is a thesis underlying much of their endeavor in Asia in the last decade—then it follows that any American can be un-made. The law allows the withdrawal of American nationality in certain circumstances. American citizenship, like an American passport, is a privilege rather than a right.

Throughout most of its history as an independent country there have been embittered groups in the United States who have failed to realize the American dream of success, and have explained their failure by subscribing to the belief in the

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conspiratorial interpretation of history. This maintains that great power is secretly and evilly wielded by a hidden group who, without constant vigilance, and the taking of the law into one's own hands, will destroy every value that the upright citizen holds dear. . .

Until recently this conspiratorial interpretation of history has been a view which the vast majority of Americans have rejected and of which they have felt ashamed; but the tinder was there when for the first time Americans were faced with a genuine international conspiracy in the form of Communism. . .

Because of their passion for equality, those Americans who do not subscribe to the conspiratorial interpretation of history tend to transform their national enemies into rivals; those who do not consider the Communists as devils almost look on them as a rival football team.

More than the nationals of any other country that I know of, Americans tend to think of international relations as identical with interpersonal relations. What they want in both situations is a recognition of what they have accomplished (not what they own, or have inherited), with properly eloquent gratitude where that is appropriate, but without either subservience or patronage.

They don't want to be cringed to, or looked up to with awe, so that respect has an element of fear in it; and they resent anyone pushing them around, talking down to them from an assumed superior position of greater experience.

Americans do not want to be in the position of either master or servant towards their fellows; they want to be liked, well liked; and in response they will give more, and demand less, than any other dominant nation recorded in history.

The doctor left the sickroom and joined the pacing husband, "I don't like the way your wife looks, Mr. Cassidy," he said.

"Well, doc," said the husband, "I'm not crazy about her looks either, but she sure takes good care of me and the kids."

A customer, waiting for a small job to be done on his car, watched a mechanic change the oil in another car without spilling a drop, check the radiator, clean the windshield, wipe away all the greasy finger marks, place a clean cloth over the upholstery, wash his hands thoroughly, and drive the car slowly out to the street curb.

"Now, there's a real mechanic," the customer observed.

"Oh," explained the foreman: "that's his own car."

BY V Mana Sincla

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IS COMMUNICATIONS FAILURE THE WEAKEST LINK IN MANAGEMENT?

BY WILLIAM R. KELLY Manager, Sales Promotion Sinclair Refining Co.

EVERYONE IN BUSINESS today knows how hard it is to get attention for his ideas. It is harder to get understanding, and it is much harder to get action.

Because of the complexity of our present-day business relationships and because of the severe competition for the minds of people, the function of communication is no longer an easy endeavor. It has become a science that is most demanding in its skills.

Perhaps it can be broken down two ways:

ONE—Getting through. This requires a knowledge of the work done by words—what they mean to people and what they don't mean to people.

It calls for some skill in putting ideas together so that they make sense to the other fellow. It also calls for the employment of the best media and devices for breaking through the barriers that protect today's weary minds.

TWO—Getting action. This calls for some basic knowledge about people—how they think, how they feel, what they respond to, what makes them want to cooperate and accomplish objectives. Call it practical psychology or what you choose, it is the essence of good communication. It does no good to get through or to get understanding unless we get the response we have set out to achieve.

None of us can go very far in the improvement of his communicatory abilities until he first achieves a total concept of the nature of communication.

Why are we constantly reminded that communication is breaking down? Why are we so worried about getting through to people? Why do some thoughtful people call communication one of the world's grav-

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est problems, one that may bear upon our continued existence on the earth?

Why all this fuss about communication?

If we want to get something across, why not follow someone's impatient suggestion and "just tell the guy"?

The difficulty is not to be found in the nature of communication. The best way continues to be "show the guy" or "tell the guy." The answer is to be found within our sphere of living . . . life has become too complex. Business, especially, has become so complicated that few of us can be expert in more than a small and specialized part of it.

We can deal directly within a relatively small segment of it. Our techniques for reaching people and making them understand must be improved immeasurably if we are to continue to progress. This seems paradoxical in view of the fact that during the past 25 years the physical means of communication have progressed more than in the entire history of mankind up to that time.

Communication has some meaning to each of us. But I seriously doubt whether any two of us are even close in our thinking as we contemplate the word.

New York University gives a course in communication covering these subjects: Good English, Vocabulary Building, How to Read and Think and, for an extra \$35, a course in Language Meaning and Maturity;

an introduction to General Seman-

Communication is something "physical" to the phone and telegraph companies, and electronics today is hailed as the "miracle of communication." To some it is a bridge of understanding between management and employes. To others it is advertising, promotion, public relations and training. We must be talking about a fairly comprehensive field. Perhaps we need some comprehensible communication about communication.

Insiders and outsiders

There are two main areas of communication in business: internal and external.

We communicate with outsiders largely through selling, advertising, promotion, publicity and training. Many of these areas are specialized forms of communication calling for the purchase of outside services. Managers in marketing are inclined to think that this external communication, so necessary to the sale of our wares, is the key problem of the company.

While it is true that every activity involving the movement of a product from production to consumption is a mighty effort in communication, more and more it becomes apparent that faulty communication can seriously impede the internal growth of the marketing structure. It also makes sense that some of the things learned about communication in the

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h of also ings the sales area have useful application in all the other business areas. But let's concentrate on internal communication.

In most companies the people involved in internal communication fall into four groups: top management, middle management, supervision, and other employees (salesmen, labor, office employees.) As these groups become larger, the communication process becomes tougher ... much tougher.

Three main avenues

Communication within the company follows three main avenues:

ONE — Downward communication. Without good downward communication, policies, orders, decisions and information cannot be brought to the action level. Top management is isolated from middle management and middle management from supervision. Decisions get lost or mired, and the efficiency of an army of employees may be impaired. The overall philosophy of the company as expressed by top management may fail to penetrate to the lower levels.

TWO—Upward communication. Without good upward communication, management can't know enough of what's going on to make intelligent decisions. Without good upward communication, the lower echelons can't get the things they need from top management. Sales tools, manpower, an adequate budget are examples.

THREE—Lateral communication. Without it we do not get proper interchange of information and ideas between departments. A working relationship between purchasing and sales is one example. Lateral coordination on every level of the management team is a demanding job today.

We see wide differences in background and experience as we go from one level to another. There are distinctive differences in the people who compose the groups. In fact, when one considers the extent of these differences, he cannot help being struck by the enormity of the problem of communication, especially in a large organization.

ly in a large organization.

If we are going to teach better communication to our people, there is one fundamental that must be accepted. It is a constant awareness that we are reaching for the minds of individual people, and that there are always two people involved in the communication process — the man communicating on one side, and the man receiving the communication on the other.

This is important. We almost never address our words, our pictures, our ideas to groups, to audiences. Until we get to that extremity of communication which releases the infection of mass hysteria, fear or joy, all communication is between one individual and another individual.

So first we must understand how best to transfer ideas from one mind

to another mind. This is the starting point. This transfer is not a one-way street by any means, for in learning how to communicate our ideas to others, we also learn better how to understand and evaluate the things communicated to us. We learn how to listen.

This process of transferring ideas from one mind to another is not simple. There are many road blocks along the way. One block is the intense competition for the mind of the other man. If he is like most of us, he is almost overwhelmed by the deluge.

During his business day, he can't possibly absorb everything that comes across his desk and through the voices of people. Words and pictures via conversations, letters, telephone, radio, television, newspapers, magazines beat upon his consciousness during his 16 waking hours. Out of necessity he has become a scanner or a skimmer in his reading. He is aware of the cacophony that assails his ears, but he seldom listens. "He has ears but he hears not."

While he may not even be aware of it, a wall of protection has been thrown up by his weary and wary mind to filter in only things it considers essential or interesting. So, one reason for this communication block is that today's businessman functions in a word-bedeviled world. and if he tried to absorb more than a minute fraction of the daily outpouring, his mind would explode out

of sheer incapacity to ingest. The mind communicating has to find ways to penetrate, or find its words bouncing aimlessly around on the periphery.

Another block, of course, might be found inside the wall of protection. How well does the other fellow's mind receive? How fast does it digest? One of our great failings in communication today is to be found in our naive belief that most people get things quickly. Generally, they don't-not even the smart ones.

Groundwork for follow-up

Even when he is trying to listen. the average person takes in only half of what he hears. Ideas, particularly new ideas, have to sink in. they have to be digested, and that takes time and patience. Often our first communication is just a laying of the groundwork for follow-up effort.

Another thing. What does the other person know? Does he have enough information to accept the ideas when they do get through? Words have no meaning out of context, and how often do we try to pound home an idea when the context is missing?

We get so wrapped up in our own ideas that we forget how we got them. We forget that other people may not have the same background of information, and that often goes for top management too.

Feelings, too, can get between people and block communication; they can ca figures messas ing, an lesser proces maturi the co

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e0hey can cancel out objective facts and figures. The logical content of a message is only a part of its meaning, and emotion plays a greater or lesser part in the communication process depending on the emotional maturity of the individual receiving the communication.

These blocks are very real and they confront us every day in management. They may be encountered in our face-to-face contacts or the many indirect communications that power our complex business machinery.

Until his ideas get the attention of the right people, and the right people understand them, the ideas of the man seeking to communicate do not exist.

How do we communicate?

Once the concept that all communication is the transfer of ideas from one mind to another has been accepted, the next step is to find out what the individual knows about the art of communication. Does he recognize the insulations that protect the other fellow's mind? Does he know how to make his ideas penetrate the walls of ignorance, emotion, apathy and reluctance?

Let's begin to explore this problem by breaking the communicatory process into its two main sections-"construction" and "vehicles."

First, construction. If we seem to be placing undue emphasis here, then it is because we find entirely too much preoccupation with form at the expense of content. Fortune's

W. H. Whyte, Ir., hit the nail on the head when he said that the greatest enemy of communication is the illusion of it. Personal discussion, presentations, conferences and staff meetings are not the "communication." They are the media of communication. Charts, slide films, portfolios are not the communication. They are the devices of communication. In external communication that goes, too, for the vehicles of advertising, promotion and training. A \$70,000 movie can be a fine vehicle technically but a colossal flop from the standpoint of having something worth-while to say, saying it well and generating active response.

So let us not confuse the many forms of communication with substance, quality of thought, efficient transfer of meaning and effectiveness in getting people to do what we want them to do. In short, let's not confuse the form with the communi-

cation itself.

The first thing to be considered under "construction" is the function of words. Mostly we think with words and we express our thoughts with words. Most of our communications are put together with words. A knowledge of word usage must be the starting point in the study of good communication. Perhaps the elemental and certainly the most important thing to be remembered here is that words have different meanings to different people. Consider the word "company," for example. People say "the company made a mistake" or "the company gave me a

Many people are so thoroughly conditioned in their word-thinking that "the company" to them is an octopus-like mechanical entity instead of a responsible individual or group of individuals.

Just think of the different things that "company" means to the many people who work for it, and the spread of that meaning between the man at the top and the men at the bottom!

We encounter words like "quality," "proof," "guarantee," and "terrific," words that are not the name of any object or the representation of a common denominator experience.

These words are vitally necessary to our language, but in greater or lesser degree the thoughts they intend to express are the invention of one man's mind. These are the words that give us trouble.

A word is not a thing

So, good communication must start with the acceptance of another fundamental. A word is not a thing. It cannot be wrapped in cellophane with its content always undisturbed. It has meaning only as a mind gives it meaning, the mind receiving the communication.

A graphic device to illustrate extremes of word meaning is the "Steps of Abstraction."

Each of the two minds involved in communication is likely to find different meaning in the same words. The farther we get from concrete words like "sterling silver," "50 per cent" and "97 octane" and the higher we go up the steps of abstraction to words like "guarantee," "quality," "satisfaction" and "terrific," the more difficult it is to get two minds together. The point is, we must know how to go up and down the steps.

A common error is that our words seldom leave the higher levels of abstraction. Others of us hate to leave the lower levels of abstraction. We become so preoccupied with logic that we neglect to slip in the emotive expressions that give our concrete and factual words the warmth and direction they must have if they are to move human beings.

Semantics, which is little more than the study of word meaning, is a key expression in business communication today. The businessman who digs into Korzybski will find it rough going and not very rewarding. On the other hand, the easy-to-read books of Stuart Chase, Hugh Walpole and S. I. Hayakawa are highly recommended as a solution to our day-by-day communication problems in and out of business.

We don't have to become semanticists to improve our word usage. But we do have to do some serious thinking about words if we are to keep ourselves from getting lost in the verbal jungles or, as James Thurber has said, to avoid "the psychic trauma caused by linguistic meaningless." In fact, he suggests a new

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genus of scientist—a "psychosemanricist"—one who will specialize in the havoc wrought by verbal artillery on the fortress of reason.

The tragic history of the world today is a history of people who were fooled by the Hitlers, Stalins and Mussolinis into believing in words which represented things that did not exist. Similarly, in the field of business, the most formidable bar to communication is a subtle and insidious one . . . our careless handling of words and their meaning.

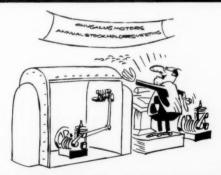
But even the right words, good meaningful words, can fail to communicate. They have to be put together right, and that brings us to the second part of construction—the development of ideas. Too much communication goes down the drain because it is poorly organized. This step of clarifying the idea in our own

mind, of making a framework for our communication, is probably the most difficult part.

The simplest illustration of idea development is found in business letters. How many billions of manhours are lost each year because letters don't say what their writers wanted them to say—letters that lose their readers time after time because they wander all over the lot. And when one poorly constructed letter, bulletin or directive goes to 500 or 1,000 people, the waste is incalculable and pathetic.

Good thought development as a prerequisite to the construction of good communication takes practice. It demands that we lead the other fellow's mind from one idea to another until it is ready to accept a conclusion.

Condensed from SALES MANAGEMENT



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S INCE WORLD WAR I, the volume of traffic on American roads has more than tripled. During the last 15 or 20 years, in particular, the increase has been so tremendous that the mighty railroad, once our main means of overland travel, has been largely superseded by personal cars and buses for passenger transportation and by trucks for freight.

The reasons for this are manifold but relatively easy to explain. Personal automobiles have taken away a large volume of passenger traffic because normally they save time on all but the longest trips, and because they offer, at present, the only really practical mode of transportation for short - to - medium - length business, shopping and sightseeing trips. Many travelers have found, in fact, that they require a car at the end of a

THE CAR
on the
ROAD AHEAD

R. J. S. Pigott

long train ride to provide just this kind of short-haul convenience, and this makes them doubly reluctant to bother with the railroad in the first place. In the freight field, trucks have proven their superiority again and again, not merely because they can go from point to point quickly but because they eliminate the need for rehandling.

All of this adds up not only to grave trouble for the railroads, but to an even greater potential danger for our fleets of cars and trucks. The simple truth is that our road system is not up to the task of handling increasing passenger-vehicle and truck traffic. Anyone who has attempted to buck normal commuter or Sunday traffic will not be surprised to learn that the increase in the mileage of major roads during the past 35 years has amounted to less than 40 per cent. Unfortunately, the new roads that we need so badly cannot be financed from private sources; they must be purchased with public money. This means relying on taxes, tolls, or both, and it also means endless red tape and political maneuvering.

In addition to the excessive roadcrowding that occurs in and near all of our large cities, the problem of parking after arrival is intense. A few new parking lots do manage to pop up here and there, but it is evident that we cannot count on these as an antidote very much longer because city property is too valuable for other purposes.

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More small cars?

It appears that in the future, when our municipal governing bodies stop looking for votes and look instead at their duty, it will finally be necessary—to a large extent, at least—to bar the personal car from city streets. Parking space will have to be provided in cheaper localities at the edge of the city, and public transportation within the city itself will have to be furnished almost entirely by subway lines, buses, and taxis. This may sound pretty drastic, but it appears inevitable.

Perhaps something might be done to the size of our cars to ease this situation, although any improvement would likely be limited to parking and maneuverability. The tremendous advertising and sales campaigns waged by our auto industry during the past ten or 12 years have been directed to "keeping up with the Joneses," with hardly a thought be-

ing given to the more practical aspects of the situation. We are continually being pressured to buy a bigger car, with more decorations than a jukebox and more gadgets than a Rube Goldberg invention.

To see just how far this thing has gotten out of hand we need only indulge in a brief, basic comparison of typical American and European cars. The average American automobile has a wheelbase of 117 inches and an over-all length of 211 inches. It weighs 3,550 pounds and has an engine that produces some 210 horsepower. The body generally seats six, but the average number of passengers per trip is less than two. Although the top speed is more than 100 miles per hour, there are few roads anywhere that allow for speeds much higher than 65 miles per hour with legal consent, or with any degree of safety. Contrast all this with the typical English car's 90-inch wheelbase. 165 inches over-all length, 2,300 pounds, and 57 horsepower. The British car will carry four passengers and will attain a speed of 70 to 75 miles per hour. Most Continental designs are even more compact but offer similar passenger space and comparable performance.

Why is there such a vast difference between our cars and those produced across the Atlantic? Since World War I neither England nor the Continent has had any money to waste, and instead of looking for

prestige value and luxury they have concentrated mainly on economical transportation. The American buying public, on the other hand, couldn't care less about economy. We are enjoving prosperity to the hilt, and bigger and more powerful cars are a symbol of that prosperity. If we were to mass-produce cars of the European type in this country their total purchase and operational costs would probably amount to 60 or 65 per cent of our figures, but while the small imported car has shown us how to get more performance with less horsepower, and how greatly to improve roadability, its appeal is still comparatively limited. It would probably take a serious depression to get the American public to weigh the economy of smaller cars. Perhaps in the future the interest in these smaller models will increase sufficiently to tempt American producers to turn their attention toward getting more out of each horsepower and toward using less material per car.

There are some solid reasons why revisions should be considered with regard both to engine power and to size and weight. To begin with, the horsepower race has now reached the point of no return. We have had cars for 25 years that would do a perfectly adequate 80 miles per hour or better, and in spite of the fact that the average engine power has more than doubled in the past ten years, the only real advantage we have realized is increased accelera-

tion. Even this can seldom be utilized—its only positive value is in extricating the driver from danger that he himself has induced by passing incorrectly. The truth is that an automobile needs only a fraction of its available power to cruise at normal highway speeds, and would require even less power and less fuel to maintain its speed if the body were smaller. If, at the same time, the total weight were also reduced, "big car" acceleration could be had with less power and, once again, less fuel.

Wasting resources?

Even if performance and fuel economy are not considered, it seems foolish to use a ton and three-quarters of metal per passenger in the manufacture of each passenger automobile when a little more than a ton will do easily. We are already being forced to produce steel from ores outside this country. Tin is not produced here, and the safety margins on copper, zinc and lead are marrowing. We cannot afford to waste our natural resources forever.

Since, as we have seen, our cars are made as large as they are purely for reasons of "snob appeal"— Americans being unwilling to give up even one little bit of luxury to achieve economy—it follows that the only way to sell the public on small cars is to come up with entirely new designs that offer just as much comfort, style, and performance as the big models, with genuine economy

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thrown in for good measure. In other words, quit harping on the notion that "bigger" means "better," and concentrate on true styling and engineering advances.

This is a big order, but technical advances that already are in the development stage will do much to change the concept of motoring in the next ten years or so, and the much-needed reforms may come about by evolution rather than by revolution. The first big item due for drastic alteration is the automotive power plant.

The question of future power plants is especially important now because the development of the reciprocating engine has about reached its peak. The condition that really needs improvement is the efficiency with which the energy developed in the engine's cylinders is delivered to the driving wheels of the car. At present, about 25 to 30 per cent of the total cylinder energy ("indicated horsepower") is absorbed by the engine itself. The remaining horsepower, measured at the flywheel or crankshaft, then has to find its way to the rear wheels, and in the process some 35 per cent of it is lost in the transmission, rear axle, tires, and auxiliaries. As a result, we get only about 50 per cent of the energy released in the cylinders for actually driving the car, and even this degree of efficiency is rarely achieved, and then only under optimum conditions. To make matters even worse, the present gasoline engine, while it

has proved to be mechanically reliable, in normal use almost never operates in its most efficient (and therefore most economical) speed range. This type of engine operates best at wide open throttle and between 2,200 and 2,500 rpm. But in passenger-car use, the average engine speed range is something around 1,500 rpm, at part throttle, and its efficiency drops to less than half of the potential. Smaller engines, which operate in somewhat higher load ranges, are noticeably more efficient.

The Diesel engine has a much better part-throttle economy, but its rpm range cannot be very high. However, since it must be very rigidly constructed, it is usually too bulky for use in anything but heavy-duty vehicles; i.e., trucks and buses. Putting it another way, the ratio of engine weight to the horsepower produced makes the Diesel impractical for passenger-car use in which relatively high power is needed. Mercedes-Benz has produced a Dieseldriven passenger car, but both the weight of the power unit and the

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cost of its fuel-injection system have worked against it.

The gas turbine, in its simple form, has the advantage of very low weight per horsepower and the capacity to use fuels with a very low octane rating. It presents problems, however. In a turbine, more energy is produced than in a reciprocating engine, but unfortunately most of this energy is absorbed by the compressor that supplies hot gases to the turbine blades. In addition, the gases produced cannot be hotter than the blades can stand. Therefore, the initial temperature is less than half that of the piston engine, giving the turbine poor heat (thermal) efficiency and extremely high fuel consumption. Various attempts have been made to work out a cooling system for the gases, but this has proved to be just about impossible. The highest temperature to which the turbine blades can be subjected is about 1,800° F., and even at this temperature they must be constructed of special alloys containing such expensive and short-supply metals as cobalt, nickel, tungsten, chromium, etc. When one realizes that 1.800° F. is less than half of the initial temperature of the gases produced in a piston engine, it is apparent that the cycle of operation is not half as good. One way to increase the thermal efficiency and lower the fuel consumption is to incorporate a system of ducts and heat exchangers that return some of the exhausted gases to the combustion

chamber of the turbine. But this is not very practical for passenger-car use because the ducts and other equipment required are much heavier and bulkier than the turbine itself. The resulting package, even when squeezed into an automobile chassis, loses all of the power-to-weight advantage of the simple turbine.

Free-piston engine

There is a way, however, that the turbine can be used to advantage. We know that the piston engine operates most efficiently at higher temperature ranges. We also know that the piston engine can be efficiently cooled. Suppose, then, that we employ a piston engine to produce gases cool enough to be fed to the turbine blades. In doing this we have formed what is known as a compound engine, each unit of which is operating in its most efficient temperature range. Early compound designs, incorporated primarily in airplane engines, employed a normal reciprocating engine with a turbine wheel geared to the crankshaft, or running free. Exhaust gases from the reciprocating engine were fed to the turbine, improving efficiency considerably. But an even better scheme has been developed from the so-called "free-piston" engine, originally of German design. Here the pistons are not connected to a crankshaft in the usual manner, but reciprocate freely within the cylinder, usually controlled by compressor action. The sole job of the

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comf the free-piston component of this engine is to produce hot gases suitable to operate the gas turbine. Within this free-piston unit the metal parts are cooled by normal piston-engine cooling devices, and the turbine blades, no longer subjected to extremely high temperatures, can be constructed of average, good quality steel. The efficiency of this type of power unit can be as high as that of the Diesel, the two components are relatively simple to construct and service, and both are compact and low in weight per horsepower. There are still some details to be worked out in actual practice, but an experimental car already has been successfully operated. This compound unit appears to be by far the most promising power plant for future automotive uses.

It may be that developments of this type will force a change in the size of our passenger cars, but it seems unlikely that similar changes would find their way into the commercial field. Our trucks are now so large that they are already at the limits of reasonable maneuverability, but as pay loads increase they will tend to get even larger unless our national engineering societies undertake a full and unbiased program of investigation and planning for the future, setting limits of length, width, weight, etc.

One thing is certain: we desperately need more and better roads. If our cars, trucks, and buses of the future can be made more maneuverable and more efficient, so much the better. Certainly such developments as the free-piston compound engine will be a great improvement over what we are using now, and in any event there will be an undiminished demand for petroleum fuels and oils, even if the need for ultra-high octanes disappears.

It goes without saying that any specific predictions about the future of surface transportation carry considerable risk to the prophet, particularly since the field of engineering produces more surprises than any other. But I will remind the reader of this, anyway.

Condensed from the AMERICAN PETROLEUM INSTITUTE QUARTERLY

The car crunched to a stop on the busy parkway as the driver noticed a lady standing beside a car, looking helplessly at a flat tire.

The driver came over and started removing the tire.

Woman (murmuring gratefully:) "Oh, thank you. I don't know a blessed thing about these things."

Man: "You don't have to, ma'am. It's no job for a lady."

After the tire was changed the woman put her finger up to her lips.

Woman: "Let the jack down easy, won't you? My husband's taking a nap in the back seat."

<u>ANALYZING</u> A PROBLEM



WHEN WE ANALYZE a problem, so as to see what its parts are, we are on the way to solving it. When we analyze a trouble or worry, so as to reach the centre of it, we are on the way to doing something about it. These are constructive and effective ways of dealing with problems and worries.

There are some business men and some authors who prefer people to think that they solve problems and write books by a sort of frenzy or intuition. The truth is that behind every sound creative act, whether in business or in art or in everyday living, there is a history of crudities of thought, of dim and distantly seen ideas, of fully-matured fancies discarded in despair because they were found to be unmanageable-of acceptance, rejection, erasure and cor-These cannot be wholly avoided in constructive, original work.

Vital personalities seek to foresee the future so far as it is humanly possible, and to take the necessary steps to bring about fulfillment of their aims. They define their problems, amass and consider the pertinent facts, and formulate solutions. Dull personalities, on the other hand, drift up to problems. An amoeba, the lowest form of animal life, solves problems by butting up against them and flowing around and past them; but who wants to be an amoeba?

Analysis means picking data to pieces. Charles F. Kettering explains it this way: "The process of research is to pull the problem apart into its different elements, a great many of which you already know about. When you get it pulled apart, you can work on the things you don't know about."

The result of analysis may be to upset our complacency, and that is all to the good because it pushes us into the position where we recognize a conflict, where we are compelled to answer a question, where we uncover an unmet need. Thus we become thinkers: people who see where others do not.

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mon detective story wherein some victim follows his impulse to "play it alone" and is rescued—if, indeed, he is rescued—by common-sense professionals on the last page. It is infinitely better for our manhood that we should arrive at a decision about what to do after a close and critical analysis of the problem, aided by all the resources within ourselves and from others' knowledge that we can command.

It may be fitting to compare the sort of analysis we are writing about to the "dead reckoning" of the navigator and the airman. Originally called "deduced reckoning," then "ded. reckoning," this was once a good part of the navigator's art and it is still used on ships and airliners. It is simply the process of keeping track of how fast you are going, in what direction, and of when you change to other speeds or directions.

When we ask, "What is the problem?" that is a good question. It starts us at the end and we work backward to a solution. It is a great asset to pose problems precisely and clearly.

There is a solution to every problem, but reaching it may not be simple. We must change vague difficulties into specific, concrete form; and we must break down difficult problems into parts that can be tackled individually.

Einstein remarked in *The Evolu*tion of *Physics:* "The formulation of a problem is often more essential than its solution, which may be merely a matter of mathematical or experimental skill."

Suppose your problem is a financial one. What is it specifically? Do you really have a problem, or are you just worrying on general principle about "what may happen . . ."? Do you need to expand your business or your job so as to bring in more income, or retrench so as to conserve what you have?

If your situation seems serious, you will gain comfort and peace of mind by stripping it down to essentials and wiping out associated problems, fears and wishes, thus reaching the point where you have a pertinent question free of the apparently hopeless welter that is getting you down. When you stop your mind from dodging issues and from wandering off on detours of wishes and fears, the problem may solve itself.

Methods of analysis

One may take his choice of several plans of analysis, but they all boil down to a simple outline: search for the point of the problem, sort out the information about it into rational and easy-to-understand divisions, scrutinize the evidence for this and that point you have uncovered, and settle the matter. If you are analyzing a difficulty, you need to identify it clearly, ascertain the cause and find the remedy.

One writer, Alex Osborn, gives this outline of problem-solving: orientation, to pick out and point up the problem; preparation, by gathering material relevant to the problem; analysis, to break down the material into manageable form; hypothesis, in which we pile up optional courses we may take; incubation or meditation, to invite illumination; synthesis, in which we put the pieces together; and verification, in which we judge the resultant plans.

As a starting place you may prepare a list of subject headings and key words to be checked, consulted, modified and extended during the search.

This sort of analysis might start with the broad statement: "There's something wrong with my business," and divide this into two statements that cover all possible causes: (1) the trouble is inside the business or (2) it is outside. Each of these is broken down in turn, until you exhaust all possible causes and list the remedies to be applied. You narrow down the search by successive division and subdivision.

Notice the difference between this intelligent procedure and the ineffectual floundering of the person who leaps from point to point without linking them, skipping other points that may have a definite bearing upon the problem. Under the rational system no factor that can be thought of is omitted; every one is assured of careful scrutiny on its merits; connections between points are seen; the weight of this or that factor relative to others becomes manifest.

Consider the further break-down

that might be made if our analysis of business trouble led us to suspect that our advertising might be partly to blame. We might ask: Is color advertising necessary if we are to meet competition? Is it nice to have, but too costly? What would be its effect on prospective customers? Then, if we should decide that color illustration is necessary, we would go on to ask: How much should we use? In what proportion? In what pattern of arrangement with the rest of our advertising campaign?

Break down the problem

The first step in analysis, then, is to break down the problem by splitting it into its components.

We must, said Massachusetts Institute of Technology's great Professor Erwin Schell, distinguish among problems, objectives and rewards. "A young man may state his problem to be that of increasing his remuneration. Yet this is really a reward for creasing his value. The young man's problems relate to the seizing of opportunities or the overcoming of difficulties surrounding his objective."

The easiest way to break down a problem is to ask questions. Socrate, the Greek philosopher who gave rise to the "Socratic method," a special kind of questioning, remarked, "Life without inquiry is no life for man." The man who does not habitually wonder about things is nothing more than a pair of spectacles behind which there is no seeing eye. It is

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imperative that men and women seeking the good in life should keep alive the faculty of asking questions.

Before making even simple decisions, it is well to ask questions. For example, if you are asked to head up a campaign to raise money for some charitable purpose, you might make your analysis along these lines: What is the purpose of this campaign? What is my motive for accepting the job? To whom shall we appeal? Whom can I count on for help? What organization do I need? There might be 20 or 50 headings and subheadings, clarifying your objective, confirming your decision, revealing what data is to be sought, and helping you to get on faster with the creative thinking and organizing that such a campaign requires.

The man facing a business problem will wish to go further: he will ask "else" questions, like "what-else, where-else, when-else, how-else, whoelse, and why-else." This can be the most revealing part of the analytic process. If you ask enough questions, covering a wide enough area, you will eventually ask one that leads to the solution of even the most ob-

scure problem.

We should try to make our questions significant. If we ask what would be the effect of a spark falling in a room full of gunpowder that is quite different from asking the effect of a spark falling amid the satellites of the planet Jupiter, says A. B. Johnson in The Language of Wisdom and Folly. The first is significant to the planet of the planet state.

nificant; the second would solve no problem and work no change.

About definition

What does "significant" mean in everyday life? The dictionary defines it as "having a meaning; not negligible."

Definitions are useful starting points, if that is all we use them for, and if we keep them significant and understandable. They are to explain something to somebody. We don't need to define everything, but only things that may not be clear.

A definition must not be circular, like the description of a demon as one having demoniacal powers, which brings you right back to "one having demoniacal powers is a demon." Analysis, we must remember, is an effort to clear away the deadwood and make the important thing

clear.

Having analysed our problem, we must arrive at a judgment about it. This might be called evaluation.

We have now, in the last column of our analysis, isolated all the facts needed to reach a solution. We must weigh them carefully, being sure that what we have found out is what we have been looking for. Is it satisfactory, and not merely "good enough"? Guard against jumping to the conclusion that because the last-column facts are not what you expected or wanted them to be they must be wrong.

Here is the time for deliberation, a rehearsal in your mind of possible

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competing lines of action. Shakespeare called this incubation, "the spell in which imagination bodies forth the forms of things unknown."

It is not a time to seek solace for mistakes the analysis has uncovered, nor is it an occasion to concoct escape routes from them. What we are seeking is a truth upon which to build the future. We wish to resolve existing entanglements, recover harmony, and redirect our energies and thought toward solution of our problem. We want a judgment on the facts we have uncovered, and to use that judgment as a base for action.

Yield: one hypothesis

Every completed analysis yields material for at least one hypothesis. We should go the limit in thinking of or devising many possible ways of acting.

Hypotheses are not necessarily learned formulae. They may be only choices of action based on the possibilities revealed by your analysis. Here is your problem: here is your analysis: what is to be done about it?

Just to take a few of the many

forms of action, your hypothesis may lead you to adapt yourself to a new situation, or your goods to a changing market, or your production schedule to new delivery demands: it may prompt you to substitute a new worker for one who is unsatisfactory, or a new machine to speed lagging production, or a cheaper ingredient for the too-expensive one now used, or a novel approach to the hard-to-get potential customer; it may show how you can re-arrange your way of living so as to make time for what you want to do, or your staff so as to distribute the load better, or your plant, store, home or workshop so as to increase efficiency and comfort. Hypotheses covering these three possible ways of actionadaptation, substitution, and re-arrangement-will solve many problems.

Analysis demands two sorts of information: what we already have from experience and past study and what we can obtain now. Solutions come by putting together bits of what we know and pieces of things we learn.

Condensed from The Royal Bank of Canada MONTHLY LETTER.

The local weatherman was so often wrong in his predictions that he became the laughing stock of the community, and he applied for transfer to another station.

[&]quot;Why," wrote headquarters, "do you wish to be transferred?"

[&]quot;Because," the forecaster answered, "the climate here doesn't agree with me."



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Word power

by Louis Ruthenburg

HOW DO YOU SCORE in understanding and defining words listed in THE READER'S DIGEST? Do you fully appreciate the importance of word power?

Vocabulary is an important index of capability. This has been proven by many careful tests.

Vocational guidance authorities have examined hundreds of high school and college students. They find close correlation between high scholastic attainment and superior vocabulary.

Corporation presidents have larger vocabularies than works managers. The word power of works managers is greater than that of foremen. Foremen understand and use more words than factory workers.

"Let's Explore Your Mind" is a feature syndicated in many newspapers. The late Dr. Albert Wiggam, who conducted this illustrated questionnaire, asked: "Does every new word you learn enlarge your personality?" The answer is, "Yes. Philosopher Harry Overstreet defines personality as the number and importance of the things to which you are related. Every new word, he says, is a bridge to some new relationship—to persons, and some new areas of art, beauty, or some new knowledge of yourself and the world about you."

How can we increase our word power? Systematic reading is of first importance. Read articles produced by good writers. When you find a word you cannot define, stop. Reach for the dictionary. Fix the definition and derivation of the word permanently in mind. Crossword puzzles can increase your inventory of words. Play the game of Scrabble with people whose word power is greater than your own.

Resolve to add one new word permanently to your understanding every day.

Word power and ability of expression are important. With reasonable diligence both can be rapidly improved.

30 WAYS TO KILL AN ORGANIZATION

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ONE-Don't come to the meetings.

TWO-But if you do come, come late.

THREE—If the weather doesn't suit you, don't think of coming.

FOUR—If you do attend a meeting, find fault with the work of the officers and other members.

FIVE—Never accept an office or committee appointment, as it is easier to criticize than to do things.

SIX—Nevertheless, get sore if you are not appointed on some committee; but if you are, do not attend committee meetings.

SEVEN—If asked by the chairman to give your opinion regarding some important matter, tell him you have nothing to say. After the meeting tell everyone how things ought to be done.

EIGHT—Do nothing more than is absolutely necessary; but when other members roll up their sleeves and willingly and unselfishly use their ability to help matters along, howl that the Association is run by a clique.

NINE-Don't bother about new members. Let the Secretary do it.

TEN—When a banquet is given, tell everybody money is being wasted on blow-outs which make a big noise and accomplish nothing.

ELEVEN—When no banquets are given, say the Association is dead and needs a can tied to it.

TWELVE-Don't ask for a banquet ticket until all are sold.

THIRTEEN-Then swear you were cheated out of yours.

FOURTEEN-If you get a ticket, don't pay for it.

FIFTEEN-If asked to sit at the speakers' table, modestly refuse.

SIXTEEN-If you are not asked, resign from the Association.

SEVENTEEN—Hold back your dues as long as possible or don't pay at all.

EIGHTEEN—If you don't receive a bill for your dues, don't pay.

NINETEEN—When you do receive a bill for your dues, postpone payments until the Secretary writes for the money—then get sore because you've been dunned.

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TWENTY—If you receive a bill after you've paid, resign from the Association or at least suggest to some of the members that the Treasurer tried to work you or is manipulating the accounts.

TWENTY-ONE—Don't tell your Association how it can help you, but if it doesn't help you, resign.

TWENTY-TWO-If you receive service without joining, don't think of joining.

TWENTY-THREE—If the Association doesn't correct abuses in your neighbor's business, howl that nothing is done.

TWENTY-FOUR—If it calls attention to abuses in your own, resign from the Association.

TWENTY-FIVE—Always think and don't fail to talk about the "mote" in the other fellow's eye—never consider the "beam" in your own.

TWENTY-SIX—Keep your eyes open for something wrong and when you find it, resign.

TWENTY-SEVEN—At every opportunity threaten to resign and then get your friends to resign.

TWENTY-EIGHT—When you attend a meeting, vote to do something, then go home and do the opposite.

TWENTY-NINE—Agree to everything said at the meeting and then disagree with it outside.

THIRTY—Always delay replying to communications from the Association or, better, don't answer at all.

From the Bombay, India "MANAGEMENT TOPICS"

GNEBULOUS GNU KNOWLEDGE

The Gnu (a gNyasaland gnative) Has a gnoncomprehensible face.

And he's gnegligently gnon-creative (except of his own bizarre race).

For the Gnu is a gnarled gnarcissistic Who believes himself lovely as sin.

A gnaive egotistic, he worships the mystic And gneurotic shape that he's in!

-Ed Weissinger, PAA Management Club, Miami, Fla.

MANAGEMENT and Social Responsibility

by Cecil E. Goode

There is a growing sense of social responsibility among management, but standards have risen more than practice. The author points up how more socially responsible behavior can devolve from an understanding of basic values and the nature of a modern, interdependent society.

THERE IS an increasing interest in L ethics as applied to modern vocational life. We are beginning to feel the need for ethical guides for personal living and conduct under the extremely complex conditions of modern life. There are two principal reasons for this increased interest. First, the fact that we are living more closely together, geographically and communication-wise, makes us more interdependent and requires more attention to the effects of our actions on other people. The second reason is that our society is maturing and we are developing a higher regard for our fellow men and a growing realization of the responsibility of individuals and organizations for the public good.

This is not to say that we have reached a high plane of ethical behavior. While a decided improvement can be discerned in the public conscience, it has far from reached the point where laws for the protection of all, and regulatory bodies to keep enterprises from preying on each other and on the public are no longer needed. Perhaps standards have risen more than action.

The question could be argued long as to whether people today are basically better than they used to be. It is doubtful that they are; but so far as standards of conduct in governmental and business affairs are concerned, we are better.

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The author does not believe the world is as bad as General Omar Bradley characterizes:

"The world has achieved brilliance without wisdom, power without conscience. Ours is a world of nuclear giants and ethical infants."

But it is an indication that our social skills have not kept pace with the physical power we have created. It means that people are going to have to learn how better to live together in harmony and to mutual advantage. Specifically to our purpose in this discussion, it means that vocational standards of conduct must be developed. Leaders in organized enterprise will need to blaze the trail and set the standard for others to follow. The more complex our industrial society becomes, the more important it will be that we establish principles of conduct for all members of organized endeavor in their dealing with each other, with competitors, with customers or taxpayers, with employees, with employers, and with the community or the public.

A public conscience needed

Our American culture has certain attributes which are unique among the cultures of the world. We have a more inquiring and dynamic society than is found in other cultures, but at the same time we have had less time for the development of social skills. We have been pre-occupied with our own private welfare rather than the general good, and we have been concerned with economic and

material matters more than with spiritual and social values.

DeToqueville, in his writing on America more than a hundred years ago, discerned some of these national characteristics which are still with us:

"In their intense and exclusive anxiety to make a fortune, they lose sight of the close connection which exists between the private fortune of each of them and prosperity of all... These people think they are following the principle of self-interest, but the idea they entertain of that principle is a very crude one; and the better to look after what they call their business they neglect their chief business, which is to remain their own masters." ¹

Nevertheless, there are signs that our national standards of behavior are undergoing change. The intense interest of the public in the conduct of its public officials—though it seems to be mainly on the negative side—is a sign that the public conscience is maturing. Perhaps the marked increase in church membership and church activity is a sign, too, of a growing sense of social responsibility.

Business practices involving customers, employees and the community have improved. We no longer have the rampant, cut-throat competition of the 19th century and the

¹From Gabriel Abraham Almond, AMERICAN PEOPLE AND FOREIGN POL-ICY, Harcourt, Brace & Co., New York, 1950.

early 20th century; nor do we permit the manufacture of shoddy products and the irresponsible advertising which used to be possible.

The principle of caveat emptor (let the buyer beware) is no longer accepted freely and without restriction, and the high pressure salesmanship of the 1920's is no longer tolerated.

The development of the public conscience is fully as important as development of personal conscience; it results from the concerted personal consciences of the people. The public conscience has two dimensions: First, a regard by individuals and organized groups for the total public welfare. Second, public standards which will require of individuals and organized groups the types of products, services, and activities which will add to the general welfare.

Basic social values

The basis for the development of more responsible behavior in organized endeavor can be the general recognition of certain underlying social values. It is believed that there are social values in our culture which can be isolated and agreed upon by most Americans regardless of their religious backgrounds. In fact, two such sets of values have been developed by imposing groups of citizens. One of these, attempting to establish an ethical basis for modern vocational life, has been

reported by Robert Wood Johnson, Chairman of the Board of Johnson & Johnson. The group was composed of businessmen, clergymen, teachers, professional men, industrial workers and government officials.²

Another set of moral and spiritual values was developed by a commission appointed by the National Education Association to determine what values should be taught in the public schools. This commission included many famous educators and others in its membership, including the then President of Columbia University, Dwight D. Eisenhower. The list of values developed by the commission includes the following as reported by Dr. William G. Carr, executive secretary of the NEA:

ONE—The supreme importance of the individual personality. Each person should be given a chance to grow to his full physical, intellectual, moral, and spiritual stature.

TWO—Moral responsibility. Every individual should feel responsible for the consequences of his own conduct.

THREE—Institutions as the servants of men. Citizens should be trained to exercise wisely this essential sovereignty.

FOUR—Common consent. Living together in harmony requires each member of a group to accept the informe

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² Robert Wood Johnson, "Human Relations in Modern Business," Harvard Business Review, September, 1949.

Teach Public 1951

informed judgment of the majority as a guide to group action.

FIVE-Devotion to truth. Citizens should be developed to seek truth. examine new ideas, and appeal to reason on controversial questions.

SIX-Respect for excellence. Exceptional abilities merit respect rather than envy or ridicule.

SEVEN-Moral equality. All persons similarly situated should be judged by the same moral standards.

FIGHT - Brotherhood, Concern for the other fellow should inspire corrective action as well as sympathy.

NINE—Pursuit of happiness. The deepest personal happiness springs from good relations with others and often requires the deferment of transitory pleasures.

TEN-Spiritual enrichment. Individuals should cherish those aspects of human experience which transcend the materialistic aspects of life 3

The social values expressed in these two lists are similar. were both developed by distinguished groups of citizens from a variety of responsible walks of life. It is believed that the set of values developed by the NEA and described above can be accepted by everyone and can provide the basis for the development of an ethical code to guide life in modern enterprise as well as in other phases of work-aday living.

Management's responsibility

Improvement of the present is not a simple matter. The development of ethics-of standards of conduct in our dealings with fellow human beings-is not something which can be taught in a carefully designed training program, nor is it something which we can find readily by trying to recruit people who already have it. It is largely an evolutionary process which bears on all elements of our culture, particularly the educational and religious.

This most certainly does not mean that we must resign ourselves to await a better day. The starting point is the leadership levels in working organizations. It will be amazing the improvement which can be wrought in the working climate of our time if the top leader in an organization merely embraces standards of fair play and practices them as unsparingly as is humanly possible. Frustrations, wasted efforts, antagonistic attitudes and actions, inefficiencies and, of course, the resultant high cost and poor quality of the product will be eliminated if more straightforward and ethical relations prevail.

The first thing that must be done is the recording of the principles which will guide people in their work together. Then these principles must be carried out with equal application to all concerned, and

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William G. Carr, "How Can We Teach Moral and Spiritual Values in the Public Schools?," NEA Journal, March 1951.

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must be observed without favor wherever similar situations and conditions exist.

Too much in government, business, and industry, decisions affecting people are reached on a for-the-moment or "hand-to-mouth" basis. They are not founded on principles or standards held by the person making the decisions or understood by those affected.

Short of the development of commonly accepted standards on human relations at the work place, the least that an executive can do is to evolve for himself some principles to guide him in all his decisions affecting people. These principles need not be recorded—though that would be better-as long as those concerned are aware that decisions are based on something other than the favoritism, caprice, or ineptness of the person making the decisions. People will understand better and more nearly accept such decisions even though they may disagree with the principles or the decisions.

Some unethical practices

Up to now this discussion may have appeared theoretical. Here is a sample list of dubious practices which exist all too frequently in working organizations. All who have worked

are familiar with most of them. While unsocial, selfish or unscrupulous behavior can never be eliminated, conditions can certainly be improved to such an extent that work in organized effort will be both happier and more productive.

ONE-Favoritism because of location. Many times decisions affecting people close to the person who makes the decision are more favorable than those involving people farther away. It is a natural human inclination to be liberal with that which is known and conservative and careful with the unknown. How often do people in the field grumble because people in the headquarters office are getting all of the advantages or because the boss's neighbor or the man who works in his outer office gets special advantage.

TWO-Favoritism by group. Decisions affecting particular groups are more favorable than those affecting other groups. Here we have all of the human prejudices-racial, geographic, sexual, religious, fraternal, political, and personal. Prejudices are hard to control and we all have them, but sometimes they are unashamedly exposed to view and even cultivated.

THREE - Under-the-table

The author is presently directing a survey of personnel research resources for the Public Personnel Association under a Ford Foundation grant. Previously he served as Special Assistant to Assistant Secretary of Defense, a task force director for the second Hoover Commission, and as Director of Personnel for the Federal Civil Defense Administration.

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ea of ings. These take the form of secret dealings with particular people at the expense of others and to further selfish ambitions. In the presence of this behavior one does not dare to expose his back.

FOUR—Withholding information. Information which might be detrimental to a particular person or group is held back and only that part is put forward which is favorable. Sometimes there is the conscious purpose of keeping people ignorant in order to control them.

FIVE—Vying for power. We are familiar with the bickering, the pulling and hauling, the competition for power, which are common wherever people work together. The idea is to cut down the other fellow, to make him look small so that you will look bigger. Nevertheless, competition is a powerful force and if kept within healthy bounds results in achievement and a stimulating existence.

SIX—Keeping others down. Not uncommonly the immature and insecure executive will keep more able, younger subordinates down—hidden under their thumbs, so to speak, so that they will not outshine their superiors. Here we recall the observation of James S. Lincoln:

"A weak leader is afraid to develop those under him for fear they will surpass him. A strong leader knows that if he properly develops his associates he will be even stronger."

SEVEN—Hoarding responsibility. The practice of hoarding responsibility at the headquarters level or in the office of a particular executive is all too common. It is an indication of a basic distrust of other people and lack of self-confidence. The idea here is to hold responsibility to yourself, keep everybody coming to you in order to control them, and thus to keep your position secure and elevated.

EIGHT—The iron hand. Too much we still have authoritarianism rather than democracy as our precept for leadership. People are ordered to do something rather than led or motivated to do something because they want to. The iron hand is used by the executive who is not sure of his own real ability.

NINE — Character assassination. Stories are spread about people, consciously or unconsciously, to diminish their position and to increase the position of those who are spreading the stories. Malicious character assassination is vicious and cannot be condoned under any circumstances; the unconscious variety is little, if any, more excusable.

TEN—Coloring of facts. Facts are presented and used to one's own personal advantage. Those bits of information which will not help the personal status of the individual are withheld. Only those facts are presented which will help, and often these are colored to appear more fa-

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vorable. "Figgers don't lie but liars figger."

ELEVEN—Sacrificing principles. Probably the sacrifice of principles in order to gain personal or selfish ends is worse than having no principles at all. We all know of instances where principles are freely verbalized but not practiced and of other instances where they are used or not used depending on whether they fit the immediate and selfish purpose.

TWELVE—No principles. Sometimes decision makers have no principles at all. Such people are either amoral or have divorced themselves from previous religious and ethical moorings, leaving nothing to tie to.

THIRTEEN—Warping the organization. An organization is commonly warped or changed to gain personal advantage or to take care of favorites. The unscrupulous may use the excuse of a reorganization to jockey into position and to maneuver rivals out of the picture.

FOURTEEN—Administrative sophistication. A rather common practice is to pad budgets and job descriptions in order to get more money. Also, we know of the practice of buying unneeded supplies, equipment and services or performing unnecessary travel merely because money has been provided for these purposes.

FIFTEEN—Winking at infractions of the rules. Sometimes policies or rules are set up for window dressing, merely to look good to the passers-by. Such rules are freely ignored by those inside, and some executives use or ignore the rule, whichever suits their immediate purpose.

SIXTEEN—RHIP. "Rank hath is privileges" is a commonly held principle and is practiced even more than it is recognized as a principle. Examples take the form of coming work late and leaving early when others are expected to observe regular working hours, fudging on expense accounts, using company fund for personal services or equipment, and the taking of many other privileges which the rank-and-file cannot be given.

Summary

The development of human resources to the fullest extent will require a greater awareness and praction of ethics in our every-day relationships. There is already an increased interest in business and work-life ethics because we are living much more closely together and we are developing a higher regard for our fellow man.

The application of ethical principles will come from two directions: From the individual in the form of regard for the general good and from the public in the form of group pressure demanding that working organizations produce goods and services for the general welfare.

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lfare. must be in the forefront in the development of work-day standards of behavior. We take our cue from our leaders and, besides, the consequences for all forms of unethical practices are

much greater if the leaders are the

guilty ones. Much frustration, antagonism, waste and inefficiency can be dissolved through the genuine practice of social responsibility by the leaders in all phases of organized endeavor.

Reprinted from PERSONNEL ADMINISTRATION



"Every time I ask the boss for a raise, she gives me a big hug and kiss, and sends me back to my desk!"



ACT on FACT

by James Black

E conomists and various other fiscal experts have come up with a quaint and sometimes colorful vocabulary to describe what is presently taking place in business. Phrases like "a rolling readjustment sidewise," "a saucer-like dip in the economy," "a temporary lag in the upward thrust of production levels," dot the business pages of newspapers and magazines.

Despite the semantic gymnastics of experts who may hope to disguise a tough situation with a light coating of not-too-grim words, one fact is clear. Industry isn't making as much money as it did during the boom, and the pinch is beginning to hurt. Lay-offs have occurred. Unemployment is estimated at over 5,000,000. And, in some industries, employees have gotten a short workweek before Walter Reuther could negotiate for it.

The downgraded foreman

When the work force is contracting, an age-old problem faces management. What about the foreman who is downgraded and returned to the bargaining unit? You may remember the argument that took place on this subject between the UAW-CIO and an automobile manufacture back in 1954. In that instance, although the job rights of supervisors were fully protected by contract and they also accumulated seniority while employed in management positions, the UAW attempted to punish several erstwhile supervisors for acts the union considered detrimental to its interests, even though those acts took place while the men were serving as foremen.

The case even went to court, where the union won an initial decision. While the case was being appealed by management, the UAW decided to withdraw charges against the former f member the courisky a have p tion the pline rather ther co

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this p hold the gaining job horights. contract issue ample, superv rated j mer foremen who were now its members. An adverse decision from the courts would have established too risky a precedent. The union may have preferred to stand by its position that it had the "right" to discipline ex-supervisors if it so chose rather than submit the issue to a further court test.

Seniority rules important

During times like the present, the contract a company negotiates with a union may have an important bearing on the job rights of supervisors. Management should make certain, so far as it can, that men who have served it faithfully and well as foremen do not suffer unfairly because a slump in business has temporarily reduced the number of supervisory positions and pushed them back to rank-and-file jobs.

That's why many companies stipulate in their union contracts that employees will not lose seniority rights when they accept promotion to the rank of foreman, and that they will continue to accumulate seniority in these assignments.

Unions, understandably, oppose this point of view. They usually hold that once a man leaves the bargaining unit to take a supervisory job he should forfeit his seniority rights. So you will find in many contracts that compromises on this issue have been reached. For example, some agreements state that a supervisor, on returning to a union-rated job, will be entitled to only that

amount of seniority that he possessed when he left it; that the time he put in as foreman doesn't count.

Other agreements attempt to solve the problem by relying on a cut-off date in foreman seniority rights. An employee is advanced to supervisor. He has five years' seniority at the time of his promotion. For a definite period of time, say two, three or five years, he continues to accumulate seniority even though he is working in a management capacity. After the period has expired he loses his seniority altogether because he is considered a permanent member of management. Naturally, there are many variations in the approach to this problem, but each shows an effort by management to protect its supervisory people when business slumps force cutbacks.

Grievance procedure

Another aspect of this problem may be found in the operation of the grievance procedure itself. The average union agreement sets up the machinery by which an employee may initiate a complaint about an action of his company. However, the grievance process seldom provides a method by which a company can file a grievance against the conduct of a union. It's rarely needed. The theory is: Management acts, the employee (perhaps through his union) reacts. Because the company is normally the originator of all action, management does not require a way to protest the acts of employ-

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pealed ecided ecided ees or the acts of their union. It can do something about them, and if the employees or their union do not like what management does, they can grieve.

Generally, this works out satisfactorily, but there are exceptions. Take the case of six supervisors who, due to a declining business situation, were downgraded to the bargaining unit only to have the union threaten a sit-down strike to prevent their return. Here is what happened:

The downgraded foremen

A Midwestern plastics company had gone through a strike that lasted for four weeks. During this work stoppage, management had called upon certain of its supervisory personnel to act as watchmen to protect company property. A number of foremen had served in this way. Later on, the company encountered business difficulties and attempted to restore six of these foremen to jobs in the bargaining unit which they had formerly held. The union protested violently and threatened a sit-down strike.

Arbitration was used to resolve the problem. But the question at issue was not whether management had the right to down-grade the foremen to union rated jobs. Instead, the union claimed the dispute was not subject to arbitration under the terms of the agreement. Unfortunately, the ex-supervisors were caught in the middle of the row and were on nobody's payroll while the case was being heard.

The company's case to the arbitrator was presented. "We believe, said management, "that these six men should have been afforded their rights from the time we attempted to return them to their former jobs to the present. Under the terms of our contract we have the right to initiate a grievance.

"Because the union committee threatened a work stoppage if these men were given jobs in the bargaining unit, we delayed their return until we could get the matter before an arbitrator. We think the prejudice of the union against these employees may be attributed to the fact that they served as watchmen during a strike. In fact, the union committee has openly admitted this Since these men have lost, and are losing, employment, we think the union should be responsible for any loss of pay they may have incurred."

The union replied, "We told you that we did object to these men coming back to the union and that our people would go on a sit-down strike if you laid off union members and put non-union men in their places. If the people don't act on this question, their union will be sure to try to collect any money they may lose because of lay-offs of this kind. We do not think you have a grievance. You never tried to put your foremen back on their jobs.

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Reasoning of arbitrator

There you have the problem of the rights of the downgraded foreman in all of its complexity. Aside from the matter of whether or not he may be returned to his old job there is also the question: Can a union punish a downgraded supervisor for things he did as a foreman? Obviously that was what this union was attempting to do.

Let's see what the arbitrator said:
"In its formal reply to the grievance and in arguments at the hearing," said the arbitrator, "the union has based its case for non-arbitrability on the following points: (1) The foremen who served temporarily as watchmen during a strike are not members of the union and so have no rights under the grievance-arbitration procedure; (2) Since no specific act has been committed, there is nothing to arbitrate.

"In the light of the clearly-stated contract provisions, both of these union contentions must be denied. Although the formal steps in the grievance procedure appear to assume that a grievance will be initiated by a union member and will be processed in his behalf by the union committee, Section 8 of this article makes it clear that the company may also initiate grievances. That section states, 'Grievances by the company shall commence as defined in the article describing the procedure.'

"Section 5 of Article XIV indicates that an issue may be referred to an arbitrator even if it concerns no specific employee or action. It says: 'Any disagreement between the parties to this agreement as to the meaning or application of any provision thereof, which is not settled by direct negotiation, shall be referred to arbitration.'

"In this case the grievance clearly concerns a disagreement over a clause in the contract which the company has cited. This clause refers to the conditions under which supervisors will be returned to the bargaining unit-the very issue involved in the company grievance. There is no provision in the agreement which denies the coverage of the grievance procedure and arbitration to disputes involving 'general interpretations' rather than 'committed acts.' Moreover, the issue submitted for arbitration is an important one for both parties, and its submission for an arbitrator's interpretation cannot be considered a mere act of whimsy. The grievance is arbitrable on its merits."

The company won a clear-cut victory, and so did its supervisors. Farsighted contract provisions written into the contract by management had protected its foremen in a situation which, had matters gone the other way, would have been a severe blow to supervisory morale throughout the plant.

You can see why. If a supervisor

them from reprisal in a situation of this kind. Not only that, it's in management's interest to do so. After all, the company will want them back on their jobs as foremen when busness picks up.

sees that at some future date he may be punished by a union for acts he carried out as a member of management and according to the orders of management, he is likely to be a cautious boss, especially if he is a newly created foreman and there is a very real possibility that he might some day be returned to his old union job. Nobody likes to get out on a limb and then have that limb sawed off.

Moreover, the incentive to accept supervisory responsibility is reduced if an employee knows that his advancement may actually destroy his security. It is all very well to say that the ambitious man disregards risk if opportunity knocks. And of some men it is true. But it is also true that, regardless of skill, leadership ability or other qualities of foremanship, a contracting workforce means a reduction in the number of supervisors that a company requires to carry on its business, and some foremen are going to be hurt.

What's more, even among management, the principle of seniority holds to some degree. Unless a young foreman is superlatively good, so able, in fact, that his company treats his case on a special basis, it is probable that front line foremen with the fewest years of supervisory service will be the ones down-graded to bargaining unit jobs in a cut-back. Therefore, it is only good sense to protect the employment rights of these men by contract and so save

Equality in responsibility

In the case we have discussed the union contract apparently did not contain a "No strike" clause. Otherwise the "work stoppage" that labor threatened could have been deal with speedily.

In our opinion a "no strike" clause is extremely important to sound management-union relations It equalizes responsibility. A grievance procedure terminating in anitration assures a union that its complaints under the contract that can't be settled through direct negotiation will be decided by an impartial arbitrator. This is a guarantee to the union and its members that their interests will be fully protected. If in return for this assurance, the union is still unwilling to agree contractually to refrain from work stoppages during the life of the contract, it is asking for a one-way deal It expects the company to assume responsibilities which it does not desire to accept itself.

Of course, the problem of the down-graded supervisor is one that will never be solved through contract negotiation. It carries the built-in issue of conflicting interests. But still it is a matter which each company must resolve according to its own

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philosophy and need. When business declines the trouble becomes more acute. So this year might be a good year for management to study its agreements to see if the provisions that concern the rights of erstwhile supervisors are adequate and fair.

If they are not, or if they need to be tightened up a bit, a company might consider introducing proper proposals in forthcoming collective bargaining talks. After all, contract negotiation is supposed to be a "give-and-take" affair.

This case is based on one reported in the LABOR RELATIONS REPORTER.



"He's afraid he won't make it to the next coffee machine . . ."

15 40

by Wm. G. De Wolf



Working for a living is what makes a lifetime seem so long; millions are doing it today who would never do it again if they were offered any interesting alternatives.

Yet today men over 40 years of age find it increasingly difficult to locate new jobs; and today those in the 40-years-plus group seeking new employment have to fight prejudice, narrow-mindedness, and the rankest discriminatory hiring practices in order to establish the opportunity to continue this trial of working for a living.

Nothing is more discouraging to a job-seeker than to be told by some crew-cut clerk in a personnel office that he is too old. Although the clerk is only 21, he already has an I.Q. of 42.

Or, direct your attention to the classified section of any newspaper. Glance through the "Help Wanted" ads.

"Working Foreman wanted. Must have 10 yrs. exp. welding, 5 yrs. exp. machine shop, 5 yrs. plant maintenance. Age 21 to 22 . . ."

"College graduate, Ph.D. preferred, minimum 20 yrs. exp., age to 25 . . ." "Challenging position for young man..."

(In the newspaper ads there are few "challenging positions" for those hopeless, helpless, has-beens, those over 40).

Some employers examine all birth certificates for loop-holes and figure that after 40 a man has shot his wad and is ready for the scrap pile and the social security set. They've got to realize that it takes hundreds of years to reach the age of 20. We're 40 in a mere flick of time, and after 40 you are supposed to sit around waiting for your unemployment checks.

Employers who have policies against hiring 40-plus-ers argue that older workers are slower, they are more prone to sickness, and company expenses for pension and other insurance benefits are higher.

To a person who examines the facts, those arguments are colder than a well-digger's assumption. Of the above, the only argument based on truth is the one stating that insurance expense for older employees is higher. In fact, insurance companies state it costs as high as 1c per work-

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ing hour more to insure the older worker! That is a little over \$20 per year per older employee. Is a man with 20 to 40 years experience worth an extra \$20 per year?

Eleven different tests were given to hundreds of industrial workers in all age groups from 20 to 60 by psychologists at the University of California. Their findings were in favor of the older employees.

Older employees were slightly slower in jobs requiring speed and agility, but they more than made up for it in knowledge, application, efficiency, and steadiness.

This is only one example of many tests that have been made. Nearly all point conclusively to these findings. As George Landon, Personnel Manager at SKF Industries in Philadelphia said: "Whereas the older employee operates a little slower than the youngsters, he manages to produce as much over a full week. His craftsmanship and pride in his work are of a higher caliber."

Other studies consistently point out that older workers excel in many different ways:

ONE—They have greater reliability and dependability; they are actually *less* prone to absenteeism.

TWO—As a group, they show a much lower accident rate.

THREE—They display greater versatility, greater experienced ability to handle a number of jobs.

FOUR—They have far more stability. In other words, they are content to remain in a job; they jump less from job to job, from company to company. It's only human nature. In his twenties and thirties a person has ambitions—he believes he's going to get ahead in the world. At 40 he may begin to think that he doesn't have a chance; therefore, he might as well stay where he is.

FIVE—Over-40 workers are rarely liable for military service.

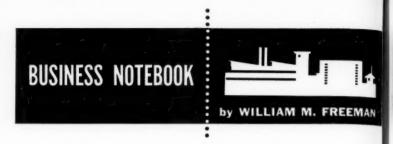
SIX—They have fewer complaints and grievances, and at the same time they give less cause for disciplinary action or discharge.

SEVEN—In addition, if a company does not exclude hiring those over 40, there is a better balance in age groups; there is no predominance of one age group over another.

In your plant work, you are in a position to observe the above points. Just do this in the next few weeks: take the older—over 40—workers as a group and compare them on an average with the younger workers. See what answers you come up with in your plant.

No contention is made that older workers are better in every way. The only objection should be to prejudicial and discriminatory hiring policies of those who consider 40 years of age to be the last tottering step to the grave.

Do YOU think that 40 is too old?



THERE'S A CATCH in the television commercial for the pre-cooked meal that takes little more than a magician's quick wave. Sure enough, the ready-made meal takes but 15 minutes or so from freezer to oven to table, but it takes those minutes after Husband has come home.

An old-fashioned stew or roast, in which all the preparation, the mixing the cooking and the watching is done at home instead of in a big commercial kitchen, takes Wife considerably longer, but the time used is in mid-afternoon.

That time is considerably cheaper than the-

Precious minutes

—after Husband has arrived, briefcase in hand, ready to tell of his troubles at the office. All too often, Wife is busy in the kitchen unwrapping a labor-saving quick-cooking ready-made meal and is unable to spare a minute to listen to Husband tell what he should have said to the boss.

There's a moral in this, something to the effect that-

Time is valuable

—at any time, and even more valuable sometimes, which means that it is cheaper at other times.

A good many improvements dreamed up by the technician and the scientist offer advantages, but their value to an individual depends on how he lives and what he wants to do.

You would not want to spend all day mixing up a batch of chili with two dozen spices and a host of other ingredients for now-and-then use. Let the expert do it. He'll do it better, and you can save time and trouble by employing his services.

A man named Samuel Kaplan is one of those experts. In a tiny establishment in Port Chester, N.Y., packed with stainless steel cookware and

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great bags of exotic spices from far-off lands, he manufactures what he calls Texas Hot Chili. He sells it over the counter and in glass jars, and a devoted clientele comes long distances to take on a fiery load. Mr. Kaplan is an artist, and no homemaker equipped with a proper set of senses should try to compete.

Mr. Kaplan did his dreaming-up on purpose, experimenting with this spice and that one. Alex Lewyt, the industrialist who brought out the canister-type vacuum cleaner in 1947, improved it a few years ago by—

A happy accident

—that started him thinking. He was almost run over by a boy's pushmobile, a home-made affair that consisted of a wooden soap box equipped with two-by-fours and a set of carriage wheels. Such vehicles usually are supported by roller-skate wheels. Mr. Lewyt noted that the easy-riding carriage wheels made the vehicle less noisy, faster and more maneuverable. So he and his engineers modified the Lewyt vacuum cleaner to incorporate large wheels and a square shape.

The merchandiser whose selling approach for prepared food consisted of its speed of serving had a point. So did Mr. Kaplan. So did Mr. Lewyt. The food man saved time in the kitchen. Mr. Kaplan not only saved time, but contributed specialized know-how. Mr. Lewyt went another step and saved time and labor, along with know-how.

It all suggests that business men do better when-

There's a heart

—in what they do. The Bristol-Myers Products Division—toiletries, cosmetics and the like—has such a heart. It put on a brain-storming session some weeks ago to assist children. With aid for the work of the Association for the Help of Retarded Children in view, executives of the company and guests sat around a big table and began rapid-firing ideas. Some of them were absurd, some were worth considering, some were excellent.

In all, in an hour or so there were 156 specific suggestions on how retarded children could be helped to normal life. The brainstorming technique, in which no one is permitted to criticize another's idea lest inspiration be curbed, produced at the very least a dozen highly worthwhile suggestions.

While an individual suggestion advanced in such a session might be impractical, it is used as—

A trigger

—for the ideas of others. As Alex F. Osborn, originator of this modern application of the skull session, explains in his book, "Applied Imagination,"

a wild idea suggested by one person might bring out a more practical idea from another. Further, "hitchhiking" or combining and improving ideas of others is a method of spurring valuable suggestions.

One man who is-

Chock full o' ideas

—on how to make business more human is Jackie Robinson, the same Jackie who once performed for the Brooklyn Dodgers. Now vice president in charge of personnel for the Chock Full O' Nuts Corp., which sells coffee and operates a chain of luncheonettes, Jackie has some pronounced ideas on how to deal with people.

"This is a team operation," he says. "To gain the confidence of employees you must be willing to discuss their problems openly with them. Then, when you're looking for their cooperation, you find it working for you. We have a very low employee turnover."

Jackie typifies the modern business executive, fighting the tendency to measure workers in terms of production without fully investigating the factors that contribute to rises in ouput. More concerns are—

Acting human

—in their relationships with the public as well as employees by engaging a well-known personality to represent them. One such is General Electric, which has Ronald Reagan, well-known movie star, as its traveling good-will ambassador.

Mr. Reagan was engaged originally as host and star of G.E.'s television show, and did so well that G. E. urged him to travel the country for six weeks a year to speak for the company. He circles the land addressing sales groups and doing an all-around public relations job. In one day not long ago he gave 14 speeches.

Another entertainer whose effect on the economy is important is Liberace, the pianist. He uses—

Showmanship

—to do a job of selling. Liberace might not be regarded as much of a pianist by the men and women who know music best, but there is 100 question of his prowess as a businessman and as a showman.

The dimpled one with the candlesticks, the sequins and the florid pianistic tricks has just marked his fifth anniversary as a television institution. His 113 half-hour film shows were produced by Guild Films for \$1,300,000 and the gross income from them has mounted so far to \$7,500,000, with more to come.

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His O and more More important, though, the program has brought millions in new deposits to the country's banks. At one time, 78 banks and savings institutions sponsored the program. There were more than 400 sponsors in all over the five years. The Society for Savings of Cleveland alone took in more than \$25 millions in new deposits in 15 months.

The returns are easy to count because viewers asked for and got a promised Liberace premium record, of which more than a million were given away. The viewers acknowledged as they wrote in that they were customers solely because Liberace suggested that they respond to the sponsor's appeal. Other premium items were distributed in millions of units.

The pianist also changed eating habits in volume. In Chicago, for example, he brought about a run on supermarkets for Breast O' Chicken Tuna. There were other types of product or service that enjoyed a response just as amazing.

Liberace is by no means finished. He is still doing well on 150 television stations nationally. In New York he is heard six times a week, and the city has just seen the films' ninth re-run.

Just in case Liberace's white evening clothes and jewels are-

Too dazzling

—for contemplation, it might be interesting to note that sunglass sales are running at an annual volume of about \$100 millions. The industry is attempting to enlarge this figure by promoting sunglasses as an all-year essential. A four-point program is being put on this spring by the Sun Glass Institute, industry trade group, to sell the glasses as a protection from snow glare, bright sunshine, reflected light, dust, grit, flying particles and other threats to vision. Liberace's costume and smile are not mentioned.

The famous author was telling his story. "Well, what finally happened was that, after ten years, I discovered that I had absolutely no talent whatever for writing."

"And so you gave it up," his friend completed.

"Good Lord, no," the author said. "By that time I was much too famous."

Among the guests at a reception was a distinguished man of letters. He was grave and somewhat taciturn. One of the ladies present suggested to the hostess that he seemed to be out of place at such a party.

"Yes," replied the hostess with a bright smile, "he can't talk anything but sense."

MOTIVATING FACTORS: Engineers

WHAT CAUSES AN ENGINEER to select one company rather than another as an employer, to remain with a company or leave it, to put forth his maximum effort on the job? Some answers to these questions can be found in a just-published three-part study, "Motivating Factors in Engineer Employment," conducted by Deutsch and Shea, Inc., consultants in the technical manpower field.

This study is expressly designed to help companies improve their appeal as employers of technical men and to improve utilization of the engineers they employ. It does this by showing which job elements appear to fit into the central core of the engineer's psychological needs, values, and aspirations, and are, therefore, most important in creating a work climate conducive to creativity and efficiency.

Salary, for example, ranked high as a motivational factor in the surveys studied. But, reports this new study, the actual dollars and cents income is not the key factor to the engineer. What is more important to him, psychologically, and what attracts him to a company is his perception that the salary offered is as much or more than that paid engineers on his level.

The feeling that he is getting a salary commensurate with what he thinks other engineers with his qualifications receive, and, in some cases, with what other groups of company employees in other fields receive, is often as important or more important to him than the actual amount of his paycheck.

In general, when other satisfactions are present, the importance of salary and other material factors diminishes. Thus, in a list of the 12 most important factors in engineer job selection, such career and status values as challenging opportunity, interesting work and opportunities for advancement ranked above company location, regular salary increases and job security.

The study reports the differences of motivation involved in satisfaction that exist among various types of engineers on the job—research and development, design and product, sales and administrative.

Thus, the motivations of the research and development engineer are subject to distinctive frustrations. For example, one of his strong interess lies in increasing his knowledge and in communicating and sharing his findings with the engineering fraternity.

On the other hand, his role in industry frequently requires him to

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work exclusively on problems directly related to products with which his company is at the moment mostly concerned. Frequently, this means that he is taken from a problem in which he is particularly interested and put to work on whatever project has priority.

The following conditions were found particularly to lead to R & D engineer turnover: sterile or monotonous routine, situations in which status aspiration plays an important role, close supervision, heavy non-engineering work (for example, routine paper work, expediting, routine follow-up, etc.), trouble shooting duties which disrupt research activities.

On the other hand, it was found that the following "job attraction values" ranked especially high with the R & D engineer: opportunity to keep up with new developments in his field, work in which he can exercise most personal scope, work that is creative and challenging, the stimulation and challenge of complex problems, credit for his ideas.

Design and product engineers share many of the job aspirations of their colleagues in research and development, but they have several that tend to be found most frequency in their own group. For example, they place considerable emphasis of proper programming and scheduling of work assignments, and on clearly defined objectives are planning in detail. They want a planned program of opportunity for all tevelopment and advancement. Unlike many R & D men, they a for to "follow through" on the job they started. They tend to the considerably upset by delays or inadequate equipment and want a conformal respectively. They put greater emphasis than the typical R & D man on compensation, and economic advancement.

Not surprisingly, the sales engineer puts great emphasis on recognition and the feeling that he is doing highly important work is crucial to him. The social dimensions of his job are as important to him, and sometimes even more important than the work and career dimensions. He wants to be part of management and have more than a nodding acquaintance with the important top management people.

Status aspiration is the strongest motive of the administrative engineer. He wants freedom to exercise his integrative skills and he is eager to take on ever increasing responsibilities.

"Motivating Factors in Engineer Employment" includes several charts summarizing the results of important studies of engineer motivation and an extensive list of reference material in this field. The three reports are available at \$7.50 per set from Industrial Relations News, 230 W. 41 Street, New York 36, New York.



THE IMPORTANCE OF EDUCATION continues to be of prime consideration in the broad program of activities of the Diamond Unity Club in Lancaster, Ohio.

Some months ago the Ohio University in Athens, Ohio, announced that Lancaster had been selected as the site for a new Branch College. Realizing that the success of the new Branch College would, in a measure, depend upon the amount of publicity given the project, our club offered its services in promoting interest in the Branch College.

We immediately launched a clubwide drive aimed at making certain that Lancaster would measure up to the expectations of the university. Lancaster was selected from a group of other cities in the area which were trying to obtain the facilities of the Ohio University on a local basis. The presence of a Branch College in Lancaster will serve to fulfill one of the aims of the NMA in further developing management men through higher education.

Our first action consisted of the appointment of two co-chairmen to

coordinate the efforts of the club in order to obtain the desired results. The co-chairmen were assisted by our Education Committee, Program Committee, Special Events Committee and Publicity Committee.

These committees swung into action at once by setting up a meeting in the office of the mayor. The dean of the university as well as the director of the Branch College attended. Other important people attended, including the local school superintendent, the executive secretary of the Chamber of Commerce and also press and radio representatives.

Out of this meeting came a plan which was destined to play an important role in the initial success of the Branch College.

The mayor issued a proclamation designating the week of August 25 through September 1, 1957, as "Ohio University Week."

Lancaster merchants were invited to cooperate with appropriate window displays and other means of bringing to the attention of the public the importance of the Ohio 1958

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University Branch College in the community.

A booth was erected in Fountain Square and manned by Diamond Unity Club members for the purpose of passing out literature concerning the school to all interested persons. We called attention to the presence of the booth by setting up a downtown public address system; college songs being played over the system served to set the scene for the theme of "Ohio University Week."

Our club was instrumental in arranging Branch College speakers for P.T.A. groups, service clubs and also our own club.

In promoting the Branch College at Diamond Power, we were also successful in setting up a course of instruction for people desiring to prepare for a professional engineers examination. The class included men from other Lancaster industries as well as Diamond Employees.

With education as its central theme of action, the Diamond Unity Club is proud to have played a part in the formation of this Ohio University Branch College, Enrollment for the first semester was 287, including many members from our club. This is the college of the future for many of our children and

it is our aim to see that the facilities of the school continue to expand to meet the needs of Lancaster and Fairfield county.

The same spirit of cooperation that united our efforts in support of our new Branch College was responsible for our club sponsoring Lancaster's first Junior Achievement group this year, the J. A. Wood Products Co.

On Saturday, March 23, 1957 we sponsored the National Management Association's Personal Development Workshop Conference, conducted by Ray Monsalvatge, Field Education Director of the National Management Association.

Our club assisted in the local Heart Fund drive last month by furnishing a team of 20 workers.

We are sponsoring a Soap Box Derby race for a boy at the Fairfield County Childrens Home, and one of our members is serving as the boy's advisor in building his racer.

The NMA and its Code of Ethics has become an avenue for growth and a richer experience in living for all of our members. We are happy to be a part of this national organization dedicated to the development of management men.

W. A. Sisson, Past President

A workman was perched on top of a ladder cleaning the clock in the city ball when a nosey fellow called up to him: "Whatcha doing—is something wrong with the clock?"

"No, no, I'm just nearsighted," he yelled back down.



"Yes, Charles . . . I know you're home from bowling—you needn't stand there clearing your throat."

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HAVE SOLVED THIS?

by Lloyd P. Brenberger

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than June 10, 1958. Address your solutions of no longer than 500 words to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.

PROBLEM No. 27

HELP!!

Foreman Ralph is in a real dilemma! Ralph is supervisor of a small sub-assembly group, manned solely by what everyone affectionately calls "Pensioners." In one sense this is almost a proper term to apply to this group, in that the average age is 63. Ralph's dilemma centers around a proposal made by the Industrial Engineering Department. In an effort to reduce costs, it was suggested that these sub-assembly operations be placed on incentive, and at the time Ralph readily agreed. The time is rapidly approaching for the incentive standards to be installed, but Ralph is beginning to have some serious misgivings about his original decision. Ralph now feels that the group may feel severe resentment and consequently display it by slowing down. He realizes on the one hand that standards are established for the "normal" operator, and rightly so, but on the other hand he feels that because of the advanced age of some of his people they will be unable to improve their earnings and reduce their productivity. Can you help Ralph decide whether to accept or reject the proposal?

(Remember the deadline: June 10, 1958)

The Orf manufacturing company is a small (750 employees) specialized firm engaged in precision machining. plant is organized with the local affiliated with one of the national unions. Not too long ago, Orv, the foreman of the tool room, discovered one of his machinists loafing. This was not just an ordinary machinist, but the vice-president of the local. When Orv confronted him with the fact, the man readily admitted that he was guilty of "soldiering," but that he thought this was acceptable because everyone else did it. Needless to sav. Orv was speechless. However, he recovered enough to ask the man into his office, whereupon he issued a reprimand that carried a three-day disciplinary layoff. The man appealed through the grievance procedure, indicating that the reprimand was discriminatory in view of the "prevailing practice." How would you have handled the situation had you been Orv?

HORNET'S NEST NEXT?

By Robert H. Patterson, Jr., Lockheed Aircraft Corp., Georgia Division, Marietta, Ga.

This problem is very interesting. It appears from the statement of the problem that Orv is unaware of what is going on in his shop; for this reason he should correct some of his own faults before he metes out harsh punishment to those under him.

Giving a three-day disciplinary lay-off to this man, a high union officer, will stir up a veritable "horner's nest"; it could even lead to a wildcat strike. This is definitely not the course of action to follow in this matter.

Solving this problem should be done in several steps; first, the man who had been caught "soldiering" should be told

THE WINNERS

Here are the best solutions to the supervisory problem No. 24. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

that this practice will not be tolerated; second, Orv should acquaint himself with what goes on in his shop; third, workers who are not bearing their fair share should be reprimanded privately; fourth, if these measures do not accomplish the desired results, harsh punishments should be given the chronic offenders.

In settling this problem, Orv should consider the effect on morale. Harsh punishments should not be given without due consideration of the effect on the other workers. Conscientious workers are encouraged when "dead beats" in the group are given their just desserts. This is the best way to improve morale, but unfortunately these people are not as a rule singled out and made examples of in a manner that lets the other workers know their own honest effort does not go unnoticed.

NO EXCEPTION OR MARTYR

By George L. Preston, Management Development Supervisor, Caterpillar Tractor Co., Joliet, Ill.

In this problem, Orv has to be careful not to make the vice-president a martyr. At the same time, he has to give him the opportunity to save face in front of an obviously interested union group, over which the vice-president is an executive.

Orv should take the man into the office and ask him very sincerely how he, the Vice-President, would react if their positions were reversed. He should stress the fact that his being a vice-president 1958 had a t even the he shou

practice no long necessar action wade h caution. that it elected him as the people of the necessar action was a subject to the people of the necessar action was a subject to the necessar action to the necessar action was a subject to the necessar action to the necessar action to the necessar action was a subject to the necessar action to the necessar action to the necessar action to the necessar action was a subject to the necessar action to the necessar action was a subject to the neces

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had a tremendous effect on others, and even though others were guilty of loafing, he should set a better example.

Orv should also tell the man that the practice that he has been guilty of will no longer be tolerated and, if it is found necessary to warn him again, disciplinary action will be taken. (No mention is made here of time off, discharge, or a caution.) Orv should tell him sincerely that it is obvious, since he has been elected by the workers, that they chose him as a leader and he should try to lead the people in better work methods rather than wrong work methods.

It is felt that this would put the burden of responsibility for doing a good job back on the vice-president's shoulders and would let both Orv and the worker save face—which is very important—but at the same time let the employee know, in no uncertain terms, that he is no different than other employees where working habits or discipline are concerned.

DOUBLE OBLIGATION

By E. S. Zackrison, Hughes Aircraft Co., Tucson, Ariz.

I would have asked the employee, along with his steward, into my office and explained to them just how necessary it is for the company to get eight hours work for eight hours pay, in order to remain in business.

"This applies to all employees, but especially so in your case, because you are accepted by your fellow workers as a leader and they have proven their faith in you by electing you to the office of vicepresident in their local union. To a very great extent, they will do as you do. Therefore, in reality, you have a double obligation: an obligation to the company and an obligation to your fellow union workers. When they see you working diligently at your job eight hours a day. they will realize how the union will not put up with loafing any more than the company will, and it will not be long until the entire crew follows your example.

"Should any workers still not come around, you can have the steward call him aside and explain specifically that the union frowns on his loafing tactics and the union won't back his grievance should the company take disciplinary action. Such action, along with a sincere effort on your part to lead the way by setting up a good example of work habits, should solve the loafing problem in our I, too, have no doubt of your ability to do this, so we will leave the matter in this state at present. I must say this, however, in closing: should you disregard my advice and continue loahing, and in this manner set a bad example for the entire shop, I will take stern steps and disciplinary action at once and the fact that you are an official of the local union will not make any difference whatsoever."

Professor Brenberger, who writes the problem for "How Would You Have Solved This?" and judges the entries of contestants, is head of the Department of Industrial Engineering of the University of Dayton. He is a graduate of the General Motors Institute and has had wide experience in industrial relations and engineering. In recent years he served as a project supervisor for a secret Air Force and Navy research program. He spends part of his free time conducting a specialized management development training course, which he organized for Air Force reserve officers.

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REPORT TO THE MEMBERSHIP (Continued from page 2)

This may be because their top company officials do not recognize them as managers. If they were recognized, and if they did feel themselves managers, they would not want to bargain away the freedom of iniative that they enjoy as managers. They would not want to participate in collective bargaining. For, men who truly want to be managers want to develop themselves and earn the right to exercise their iniative and use their leadership talents.

A man cannot be loyal to two opposing credos—regardless of how cooperative the groups are which observe them. Likewise, a man cannot be a leader and a follower at the same time. The credos for the two groups in industry differ too widely.

Theoretically, both groups work for the same goals. But, they have different parts to play in achieving these goals. The management team must assume and practice leadership. It must place its primary responsibility as producing the best possible profit at the most competitive price while earning a profit for the company's owners who have invested their money and their faith in the management team.

Once you become a manager you must assume the responsibility for managing. Someone, your boss probably, had faith in your leadership ability to accomplish a managerial function. And right now, dynamic aggressive and progressive management is sorely needed to combat this self-inflicted recession.

You must earn your right to remain a manager. You cannot bargain for it.



NMA CLUB ANNIVERSARIES

May: 10 years—Hillerich & Bradsby Supervisors' Club, Louisville, Ky. Five years—Cannon Electric Management Association, Los Angeles, Calif.

JUNE: 20 years—Kokomo Foremen's Club, Kokomo, Ind. 10 years—Armoo Management Club, Houston, Texas; Scully-Jones Management Club, Chicago. 5 years—Black-Clawson Management Club, Watertown, N. Y.; Heppenstall Management Club, Pittsburgh; Robertshaw Anaheim Management Conference, California.



Five-Time MANAGE Winner

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Cliff Thomallo, employee counselor of the Hughes Aircraft Co., Tucson, Ariz., is probably the top money winner in the history of the MANAGE "How Would You Have Solved This?" contest. Reason: Thomallo won three \$10 prizes in a row (the third in April) and before that he won two other times; in addition, he has been rewarded by his club to the tune of \$70 for winning the MANAGE contests! It seems the Hughes Tucson Management Club backs up MANAGE by setting aside \$10 a month for the next MANAGE contest winner from their club, with the limit set at \$50. Thomallo won a limit total (\$50) four months ago, \$10 three months ago and \$10 two months ago. Pictured with the winner are Tucson Plant Manager J. W. Black (shaking hands) and the club's awards chairman, Howard R. Ackerman.

-Paustian Photo.

Report to the Membership

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How Would You Have Solved This?

Five-Time MANAGE Winner

